

Town of Westford

Annual Report

For the Fiscal Year Ending June 30
2013



GIFT TO THE TOWN FROM THE WESTFORD GRANGE ~ 1913

ON THE FRONT COVER

“Grange: The regular meeting of the Westford grange took place on Tuesday evening at the town hall. At the business session, the committee for a drinking fountain to be presented to the town reported and it was voted that this committee have the power to proceed with the purchase and installation of a fountain according to their recommendations.”

- The Westford Wardsman, October 12, 1912

Article 28. Voted that the gift of the Westford Grange of a drinking fountain to be placed in Westford Centre be and hereby is accepted, and that the location of the same be subject to approval of the Board of Selectmen.

- Annual Town Report of the Town of Westford
Year Ending February 1, 1914
page 17

To honor the Grange fountain's 100th anniversary in 2013, the fountain was sandblasted and repainted by Mark Donohue and David Messenheimer of Westford. Donations for the Grange fountain restoration were received from:

Westford Garden Club in memory of President Joan Connell
The Shea and Ingalls families of Forge Village Road - in memory
of Larry Shea
Massachusetts State Grange
Dunstable Grange - in honor of Sister Marjorie Shea and Brother
Lawrence Shea
Ron and Mary Jo Johnson
Gail and Ed Connolly
Jeanne and Jim Roberts
Jack Wrobel
Christine Anderson

Westford Garden Club members make the Grange fountain look beautiful
with plantings all year long.

Research by the Westford Historical Society
Cover photograph by Steve McKenna of Westford

TOWN OF WESTFORD MASSACHUSETTS

Annual Report

For the fiscal year ending June 30, 2013

Annual Town Meeting
Saturday, March 22, 2014


Annual Town Election
Tuesday, May 6, 2014

IN MEMORIAM



Ann McEnnis
1957—2013

Ann was a resident of Westford for 25 years and served as the town's Assistant Treasurer for 13 years.



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CITIZEN ACTIVITY APPLICATION FORM

CITIZEN ACTIVITY APPLICATION FORM

Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a Town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at www.westfordma.gov. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____

Address _____

Home Telephone _____ Email _____

Amount of Time Available _____

Interest in What Town Committee _____

Present Occupation _____

Education Background _____

Town Offices Held _____

Other Volunteer Positions _____

Remarks _____

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ELECTED OFFICIALS AS OF JUNE 30, 2013

BOARD OF HEALTH

3 - year term

		Term Expires
Zac A Cataldo	121 Depot St	5/2014
Susan M Hanley	26 Kirsi Cir	5/2016
Jillian L Lokere	103 Russells Way	5/2016
Joanne Martel	6 Marie Ann Dr	5/2015
Michele Pitoniak		
- Crawford	15 Shelly Ln	5/2014

BOARD OF SELECTMEN

3 - year term

Scott Hazelton	76 Nutting Rd	5/2016
Andrea Peraner-Sweet	21 Kirsi Cir	5/2016
Kelly J Ross	7 Carriage Way	5/2014
Jim Sullivan	118 Carlisle Rd	5/2015
Valerie A Wormell	25 Vose Hill Rd	5/2014

HOUSING AUTHORITY

3 - year term

Nancy J Wimberg	8 Keyes Rd	8/2013
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5 - year term

Janet Berube	6 Indian Ridge Terrace	5/2018
Muriel T Drake	8 Lasalette Rd	5/2014
Carol S Engel	26 Lowell Rd	5/2016

JV FLETCHER LIBRARY TRUSTEES

3 - year term

Hajo W Koester	65 Providence Rd	5/2014
Robert D Price	18 Stratton Hill Rd	5/2014
Susan M Flint	7 Swanson Ln	5/2015
Marianne C Fleckner	23 Almeria Cir	5/2015
Elizabeth S Diercks	56 Depot St	5/2016
Kathleen A Canavan	3 Misty Ln	5/2016

ELECTED OFFICIALS AS OF JUNE 30, 2013—CONTINUED

MODERATOR

3 - year term

		Term Expires
Ellen S Harde	39 Main St	5/2014

PLANNING BOARD

5 - year term

Michael J Green	20 Russells Way	5/2014
Dennis J Galvin	90 Concord Rd	5/2015
Kate Hollister	25 Vine Brook Rd	5/2016
Matthew Lewin	4 Misty Ln	5/2017
Darrin H Wizst	1 Noonan Way	5/2018

SCHOOL COMMITTEE

3 - year term

Arthur F Benoit	26 Country Rd	5/2016
George T Clay	7 Ward Hill Rd	5/2016
Angela Harkness	15 Castle Rd	5/2015
David A Keele	10 Boston Rd	5/2014
Birgit E Kohl	4 Frances Hill Rd	5/2014
Margaret A Murray	11 Sassafras Rd	5/2015
Terence J Ryan	7 Castle Rd	5/2015

APPOINTED OFFICIALS AS OF JUNE 30, 2013

AFFORDABLE HOUSING COMMITTEE

Appointed by Town Manager

1 - year term

		Term Expires
Christine G Pude	7 Bayberry Rd	6/30/2014

2 - year term

Joan C Croteau	10 Groton Rd	6/30/2015
Paul Cully	4 Patriot Ln	6/30/2015
Karen Hudson	35 Carlisle Rd	6/30/2015
Jim Silva	98 Chamberlain Rd	6/30/2014
Drew Vernalia	10 Boutwell Hill Rd	6/30/2015

3 - year term

Robert Downing	40 Nutting Rd	6/30/2016
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AFFORDABLE HOUSING TRUST COMMITTEE

Appointed by Board Of Selectmen

1 - year term

John Parker	3 Cobbler Rd	6/30/2014
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2 - year term

Robert F Downing	40 Nutting Rd	6/30/2014
Diane L Holmes	4 Pleasant St	6/30/2014
Jim Sullivan	18 Carlisle Rd	6/30/2014
Robert J Waskiewicz	70 Broadway St	6/30/2014

AGRICULTURAL COMMISSION

Appointed by Board Of Selectmen

3 - year terms

Matthew R. Foti	76 Carlisle Rd	6/30/2015
Marciana B Gamester	22 Griffin Rd	6/30/2014
Robert A Haigh	6 Durkee Ln	6/30/2015
Robert L Webb	52 Pine Ridge Rd	6/30/2015

BOARD OF ASSESSORS

Appointed by Town Manager

3 - year term

Diane Holmes	4 Pleasant St	6/30/2016
Titus A Palmer	15 Vose Rd	6/30/2015
Christopher Romeo	1 Betty Ln	6/30/2014

APPOINTED OFFICIALS—CONTINUED

BOARD OF CEMETERY COMMISSIONERS

Appointed by Town Manager

<i>1 - year term</i>		Term Expires
R Bradley Potts	19R Main St	6/30/2014
Daniel Provost	27 Orchard St	6/30/2016
<i>3 - year term</i>		
Jonathan P Ash	13 Depot St	6/30/2015
George P Rogers	60 Pleasant St	6/30/2016

BOARD OF WATER COMMISSIONERS

Appointed by Town Manager

<i>3 - year term</i>		
Elizabeth A Denly	458 Groton Rd	6/30/2014
Hugh C Maguire	127 Cold Spring Rd	6/30/2015
Titus A Palmer	15 Vose Rd	6/30/2014

BUDGET SOLUTION TASK FORCE

Appointed by Board of Selectmen and School Committee

<i>No Expiration date</i>	
John Cunningham	4 Butternut Rd
David Keele	10 Boston Rd
Mark Kost	7 Grassy Ln
Margaret A Murray	11 Sassafras Rd
Andrea Peraner-Sweet	21 Kirsi Cir
Michael A Princi	111 Depot St
Jodi Ross	55 Main St
Jim Sullivan	118 Carlisle Rd

BYLAW REVIEW COMMITTEE

Appointed by Board Of Selectmen

<i>3 - year term</i>		
David B Chandler	26 Hillside Ave	6/30/2015
Peter D Dervan	1 Pleasant St	6/30/2014
<i>No Expiration Date</i>		
Kaari Mai Tari	55 Main St	

APPOINTED OFFICIALS – CONTINUED

CAPITAL PLANNING COMMITTEE

Appointed by Town Manager

3 - year term

Kathy Auth	5 Kylemore Dr	Term Expires 6/30/2014
Kelly J Ross	7 Carriage Way	6/30/2014

No Expiration Date

Arthur Benoit	26 Country Rd
John H Cunningham	4 Butternut Rd
Mark D Kost	7 Grassy Ln
Thomas J Mahanna	4 Butterfield Ln
Dan O'Donnell	55 Main St
Bill Olsen	23 Depot St
Jodi Ross	55 Main St
Jim Sullivan	118 Carlisle Rd
Valerie A Wormell	25 Vose Hill Rd
Kirk Ware	5 Granada Dr

COMMUNICATIONS ADVISORY COMMITTEE

Appointed by Board Of Selectmen

1 - year term

Jim Silva	98 Chamberlain Rd	6/30/2016
Tony Vacca	93 Main St	6/30/2016

COMMUNITY PRESERVATION COMMITTEE

Appointed by Board Of Selectmen

3 year – term

John P Cunniffe	8 Patten Rd	6/30/2015
Marilyn Frank	6 Chamberlain Rd	6/30/2016
Ken Hanly	26 Kirsi Cir	6/30/2015
Kathleen A Healy	95 Main St	6/30/2015
Kate Hollister	25 Vine Brook Rd	6/30/2014
Christine M Macmillan	12 Maple St	6/30/2015

APPOINTED OFFICIALS—CONTINUED

CONSERVATION COMMISSION

Appointed by Board Of Selectmen

3 - year term

Term Expires

Robert Boonstra	13 Alcorn Crossing	6/30/2014
John H Cunningham	4 Butternut Rd	6/30/2015
Eric Fahle	9 Long Sought For Pond Rd	6/30/2014
Marilyn Frank	6 Chamberlain Rd	6/30/2016
James S Gozzo	6 Carolina Ln	6/30/2014
Ann R Jefferies	11 Boston Rd	6/30/2015
Peter Mahler	25 Vinebrook Rd	6/30/2016

CONSTABLE

Appointed by Board Of Selectmen

3 - year term

Patricia L Dubey	30 Pleasant St	6/30/2015
John R Sullivan	145 Plain Rd	6/30/2015
Kaari Mai Tari	55 Main St	6/30/2015

COUNCIL ON AGING

Appointed by Town Manager

3 - year term

Nancy J Cook	25 North Main St	6/30/2016
Helena Crocker	34 West St	6/30/2016
Dorothy H Hall	10 Highland Rd	6/30/2016
Geraldine Healy-Coffin	19 Frances Hill Rd	6/30/2016
Robert P Tierney	10 Tallard Rd	6/30/2015
George P Rogers	60 Pleasant St	6/30/2015

CULTURAL COUNCIL

Appointed by Board Of Selectmen

3 - year term

Norman Bristol	1 Elderberry Way	6/30/2015
Patricia A Chagnon	8 Brookside Rd	6/30/2014
Denali Delmar	8 Dunstable Rd	6/30/2014
Celeste Falcon	9 Stratton Hill Rd	6/30/2015
Yen Yen Lim	Zero Shannon Circle	6/30/2015
Angela W McAlister	49 Flagg Rd	6/30/2015
Brian A Pitts	2 Mulberry Lane	6/30/2015
Christine Robinson	8 Moore Rd	6/30/2014
Lynda B Vernalia	10 Groton Rd	6/30/2015

APPOINTED OFFICIALS—CONTINUED

DROP BOX ADHOC COMMITTEE

Appointed by Board Of Selectmen

3 - year term		Term Expires
Denise Courchaine	22 Orchard St	6/30/2014
Lisa Courchaine	22 Orchard St	6/30/2014
Beverly Johansen	9 Story St	6/30/2014
Valerie A Wormell	25 Vose Hill Rd	6/30/2015

EAST BOSTON CAMPS & STEPINSKI PARCELS' NAMING STUDY COMMITTEE

Appointed by Board Of Selectmen

1 - year term		
Robert Creegan	16 Macquarrie Ln	6/30/2014
David Earl	8 Old Colony Dr	6/30/2014
Marilyn Frank	6 Chamberlain Rd	6/30/2014
Scott Hazelton	76 Nutting Rd	6/30/2014
Dini Healy-Coffin	19 Frances Hill Rd	6/30/2014
Cathy Lane	22A Pilgrim Dr	6/30/2014
Rita Shipley	6 Bayberry Rd	6/30/2014

ECONOMIC DEVELOPMENT COMMITTEE

Appointed by Board Of Selectmen

3 - year term		
Thomas P Barry	27 Stone Ridge Rd	6/30/2015
Ronald Caterino	45 Stone Ridge Rd	6/30/2015
Stephen Cannellos	5 Swanson Ln	6/30/2015
Elia P Demetri	31 Stone Ridge Rd	6/30/2015
Peter D Dervan	1 Pleasant St	6/30/2015
Chris Klutchman	55 Main Street	6/30/2015
William R. Nussbum	29 Stone Ridge Rd	6/30/2015
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2015
Jodi Ross	55 Main St	6/30/2015
Andrew M Stern	89 Main St	6/30/2015
Pertti J Vulli	13 Landmark Rd	6/30/2015
Thomas West	1 Highland Rd	6/30/2015

EMERGENCY MANAGEMENT

Appointed by Town Manager

1 - year term		
Joe Targ	51 Main St	6/30/2014
Tim Whitcombt	55 Main S	6/30/2014

APPOINTED OFFICIALS—CONTINUED

ENERGY COMMITTEE

Appointed by Board Of Selectmen

3 - year term

		Term Expires
Kathleen A Canavan	3 Misty Ln	6/30/2014
Jeffrey Geller	68 Nutting Rd	6/30/2016
Jim Jarvie	8 Cranberry Dr	6/30/2015
Stephen D Laroche	18 North St	6/30/2016
Paul L Mucci	11 Graniteville Rd	6/30/2016
Robert W Willis	7B Pilgrim Dr	6/30/2014
Zhaohui Zhang	2 Tyler Rd	6/30/2014

FINANCE COMMITTEE

Appointed by Moderator

3 - year term

James M Conry	25 Pine St	6/30/2015
Ellen Doucette	3 Brookview Dr	6/30/2014
Jeanne Drula	14 Hopkins Pl	6/30/2016
Gerald J Koehr	10 Deer Run	6/30/2015
Mark D Kost	7 Grassy Ln	6/30/2014
Michael A Princi	111 Depot St	6/30/2014
Ingrid Nilsson	6 Depot St	6/30/2014
William C Taffel	90 Cold Spring Rd	6/30/2015
Dennis Wrona	5 Sassafras Rd	6/30/2014

HISTORICAL COMMISSION

Appointed by Board Of Selectmen

3 year terms

Brian G Alcorn	54 Old Lowell Rd	6/30/2014
John P Cuniffe	8 Patten Rd	6/30/2014
Phil Gilbert	55 Main St	6/30/2014
David Gutbrod	74 Depot St	6/30/2016
Rachel O'Toole	22 Almeria Circle	6/30/2014
Robert E Stafford	22 Leland Rd	6/30/2014
James Zegowitz	178 Carlisle Rd	6/29/2015

APPOINTED OFFICIALS — CONTINUED

INSURANCE ADVISORY COMMITTEE

Appointed by Administrative Appointment

No Expiration Date

Diane Cloutier	Non-Resident
Michael Croteau	Non-Resident
John Emanouil	Non-Resident
Marilyn Frank	6 Chamberlain Rd
Thomas McEnaney	53 Main Street
Joan Mitchell	Non-Resident
Glen Robinson	Non-Resident

LOWELL REGIONAL TRANSIT AUTHORITY

Appointed by Board Of Selectmen

No Expiration Date

Bernadette Ann Dureault	81 North Main St
Laura Mathis	1 Sherburne Ln
Jim Sullivan	45 Cold Spring Rd

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT

Appointed by Moderator

3 --year term		Term Expires
Ronald E Deschenes	86 Tadmuck Rd	6/30/2016
Mark Desrochers	3 Lynwood Ln	6/30/2016
Raymond Riddick	22 Blake's Hill Rd	6/30/2014

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENT

Appointed by Board Of Selectmen

1 - year term

Kelly Ross	7 Carriage Way	6/30/2014
Jim Silva	98 Chamberlain Rd	6/30/2014
Darrin Wizst	1 Noonan Way	6/30/2014

NORTHERN MIDDLESEX STORMWATER COLLABORATIVE (NMSC)

Appointed by Board Of Selectmen

3 - year term

Richard J Barrett	47 Tadmuck Rd	6/30/2016
Paul Starratt	28 North St	6/30/2016

APPOINTED OFFICIALS — CONTINUED

PARKERVILLE SCHOOLHOUSE COMMITTEE

Appointed by Town Manager

3 - year term

Term Expires

Heidi C Hatke	78R Carlisle Rd	6/30/2015
Charles Kennedy	31 Old Lowell Rd	6/30/2016
June W Kennedy	31 Old Lowell Rd	6/30/2015
Florence Michaelides	Non-resident	6/30/2015
Bonnie Oliphant	3 Robinson Rd	6/30/2014
Roger Plaisted	175 Carlisle Rd	6/30/2015
John Wilder	61 Carlisle Rd	6/30/2015

PARKS & RECREATION COMMISSION

Appointed by Town Manager

1 - year term

Chris Barrett	13 Vose Hill Rd	6/30/2014
Cindy Freud	2 Jennifer Dr	6/30/2014

3 year terms

Augustus Bickford	95 North Main St	6/30/2014
Kevin A Caviston	14 Morning Glory Circle	6/30/2016
John M Clancy	61 Village View Rd	6/30/2015
Ken Hanly	26 Kirsi Cir	6/30/2015
John W Mcnamara	11 Hillside Ave	6/30/2015
Carolyn K Metcalf	46 Lake Shore Dr No	6/30/2015

PEDESTRIAN SAFETY COMMITTEE

Appointed by Board Of Selectmen

No Expiration Date

Michael Croteau	non-resident
Peter N Ewing	21 Old Homestead Rd
Kate Hollister	25 Vine Brook Rd
Karen Hudson	35 Carlisle Rd
Tom O'donnell	6 Overlook Cir
Robert E Stafford	22 Leyland Rd
Gunars V Zagars	26 N Hill Rd

APPOINTED OFFICIALS—CONTINUED

PERMANENT TOWN BUILDING COMMITTEE

Appointed by Board Of Selectmen

2 - year term		Term Expires
Morgan D Fannon	19 Moore Ave	6/30/2014
Gary Lavelle	2 Meadow View Ln	6/30/2014
Kirk Ware	5 Granada Dr	6/30/2014
3 - year term		
Karen A Cavanagh	8 Dempsey Way	6/30/2014
Nancy J Cook	25 No Main St	6/30/2015
Paul Davies	6 Crest Dr	6/30/2014
Thomas E Ellis	5 Chicory Rd	6/30/2015
Thomas J Mahanna	4 Butterfield Ln	6/30/2014

PERSONNEL ADVISORY COMMITTEE

Appointed by Board Of Selectmen

3 - year term		
Joan E Bennett	74 Parkhurst Dr	6/30/2015
Susan M Flint	7 Swanson Ln	6/30/2015
Judith E Ramirez	14 Beaver Dam Dr	6/30/2015

PUBLIC WORKS INITIATIVE COMMITTEE

Appointed by Board Of Selectmen

3 - year term		
Augustus Bickford	95 No Main St	6/30/2016
John Cunningham	4 Butternut Rd	6/30/2016
Mark Kost	7 Grassy Lane	6/30/2016
Hugh Maguire	127 Cold Spring Rd	6/30/2016
John Mangiaratti	55 Main St	6/30/2016
George Rogers	60 Pleasant St	6/30/2016
Terrance Ryan	7 Castle Rd	6/30/2016
Valerie A Wormell	25 Vose Hill Rd	6/30/2016

APPOINTED OFFICIALS—CONTINUED

RECORDS AND ARCHIVES COMMITTEE

Appointed by Town Manager

3 - year term

		Term Expires
Ellen Harde	39 Main St	6/30/2016
Pat Louch	82 Main St	6/30/2014
Sandy Martinez	95 Main St	6/30/2016
Virginia Moore	36 Boston Rd	6/30/2013
Sandy Martinez	95 Main St	6/30/2016
Bob Oliphant	3 Robinson Rd	6/30/2013
Kaari Mai Tari	55 Main St	6/30/2014

RECYCLING COMMISSION

Appointed by Town Manager

3 - year term

Alan Bugos	3 Jocelyn Dr	6/30/2016
Kris Erickson	41 Keyes Rd	6/30/2016
Ellen S Harde	39 Main St	6/30/2015
Charles Stark	14 Christopher Rd	6/30/2016
Barbara D Theriault	8 Tadmuck Ln	6/30/2014
Susan Lavigne Thomas	7 Old Homestead Rd	6/30/2015

REGISTRARS OF VOTERS

Appointed by Board Of Selectmen

3 - year term

Philip R Mcgee	2 Beaver Brook Rd	5/31/2014
Alisa Nakashian-Holsberg	6 Betty Ln	6/30/2015
Sheila Tucke	100 Chamberlain Rd	6/30/2016

No Expiration Date

Kaari Mai Tari	55 Main St
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SIGN BYLAW COMMITTEE

Appointed by Planning Board

1 - year term

Rebecca Bronson	8 Vine Brook Rd	6/30/2014
Chauncey Chu	1 Green Needles Rd	6/30/2014
Lynn L Cohen	16 Fletcher Rd	6/30/2014
Elia P Demetri	31 Stone Ridge Rd	6/30/2014
Paul Fassbender	14 Texas Rd	6/30/2014
Matthew Lewin	4 Misty Ln	6/30/2014
Madonna J Mckenzie	28 Cold Spring Rd	6/30/2014
Valerie A Wormell	25 Vose Hill Rd	6/30/2014

APPOINTED OFFICIALS—CONTINUED

TAX POSSESSION SALE COMMITTEE

Appointed by Board of Selectmen

3 – year term

Term Expires

Donald Costley	3 Phillips Dr	6/30/2016
Paul Cully	4 Patriot Ln	6/30/2014
Denali Delmar	8 Dunstable Rd	6/30/2014
David Earl	8B Old Colony Dr	6/30/2015
William Harman	10 Chamberlain Rd	6/30/2016
Ernest H Hyde	59 Depot St	6/30/2016
Steve Sadowski	10 Evergreen Cir	6/30/2015

TREAD COMMITTEE

Appointed by Town Manager

3 - year term

Nancy J Cook	25 No Main St	6/30/2015
Christine Collins	55 Main St	6/30/2015
Timothy J Donovan	21 Flagg Rd	6/30/2015
Dorothy H Hall	10 Highland Road	6/30/2015
Diane L Holmes	4 Pleasant St	6/30/2015

TOWN FOREST COMMITTEE

Appointed by Town Manager

3 – year term

Richard J Barrett	47 Tadmuck Rd	6/30/2016
Jim Gozzo	6 Carolina Ln	6/30/2016
Hugh C Maguire	127 Cold Spring Rd	6/30/2016

UNACCEPTED ROAD STUDY COMMITTEE

Appointed by Board Of Selectmen

1 - year term

Chris Barrett	13 Vose Hill Rd	6/30/2014
Richard J Barrett	47 Tadmuck Rd	6/30/2014
Gloria Bensch	4 Sawmill Rd	6/30/2014
Robert C Dooley Jr	8 Pollyanna Ln	6/30/2014
Matt Lewin	4 Misty Ln	6/30/2014
Valerie A Wormell	25 Vose Hill Rd	6/30/2014

APPOINTED OFFICIALS—CONTINUED

ZONING BOARD OF APPEALS

Appointed by Board Of Selectmen

<i>5 - year term</i>		Term Expires
Mark T Conlon	20 Sherwood Dr	6/30/2016
David R Earl	8 Old Colony Dr	6/30/2015
Jay Enis	13 Pine Tree Trail	6/30/2014
Robert C Herrmann	101 Concord Rd	6/30/2014
James Kazeniac	4 Robbins Rd	6/30/2016
Scott D Mackay	7 Crown Rd	6/29/2016
Paul Macmillan	12 Maple St	6/30/2016
Christopher Romeo	1 Betty Ln	6/30/2016

GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

Board/Committee	Day of the Month	Time	Location
Affordable Housing Committee	2 nd Wednesday	7:15 am	WHA Community Room 65 Tadmuck Road
Affordable Housing Trust Fund	2 nd Tuesday	7:30 am	Police Station Chief's Conference Room
Board of Health	2 nd Monday	7:00 pm	Town Hall
Board of Selectmen	2 nd & 4 th Tuesday	7:30 pm	Town Hall
Bylaw Review Committee	1 st and 3 rd Tuesday	7:30pm	Town Hall
Capital Planning Committee	Friday Mornings (no set schedule)	8:30 or 9:30am	Town Hall
Cemetery Commission	2 nd Wednesday in Jan, Apr, July, Oct	8:00 am	Pine Grove Cemetery Office
Communication Advisory Committee	Meets occasionally	7:00 pm	Fletcher Library Mary Atwood Room or Town Hall
Conservation Commission	2 nd & 4 th Wednesday	7:30 pm	Town Hall
Council on Aging	2 nd Wednesday	4:00 pm	Cameron Senior Center
Economic Development Committee	3 rd Thursday	8:15am	Town Hall
Energy Committee	1 st & 3 rd Monday	7:00pm	Police Station Training Room
Historical Commission	3 rd Wednesday	7:00 pm	Museum Cottage
Housing Authority	2 nd Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1 st Monday	7:30 pm	Fletcher Library
Nashoba Valley Technical High School	2 nd Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1 st Monday	7:00 pm	Town Farm Building
Permanent Town Building Committee	Every other Wednesday	7:00 pm	Cameron Senior Center
Planning Board	1 st & 3 rd Monday	7:30 pm	Town Hall
Recycling Commission	2 nd Thursday	7:00 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Millennium
Tax Possession Sale Committee	3 rd Thursday	5:00pm	Town Hall
Water Commission	1 st & 3 rd Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3 rd Wednesday	7:00 pm	Town Hall

Every effort is made to keep the meeting postings up to date on the online Town Clerk's Meeting Posting page at www.westfordma.gov.

DEMOCRATIC STATE PRIMARY - SEPTEMBER 6, 2012

September 6, 2012

Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Senator in Congress (Vote for One)</i>							
Blanks	10	19	12	9	7	7	64
Elizabeth A. WARREN	71	89	68	77	90	51	446
Misc. Write Ins	0	1	1	0	2	1	5
Scott BROWN	3				1	1	5
TOTALS	84	109	81	86	100	60	520
<i>Representative in Congress (Vote for One)</i>							
Blanks	4	10	6	4	2	12	38
Nicola S. Tsongas	80	99	74	81	97	47	478
Misc. Write Ins	0	0	1	1	1	1	4
TOTALS	84	109	81	86	100	60	520
<i>Councillor (Vote for One)</i>							
Blanks	14	22	13	22	18	16	105
Donald Bumiller	7	16	19	11	17	16	86
Eileen R. Duff	42	43	32	38	43	19	217
David W. Eppley	14	26	12	12	17	3	84
George T. O'Brine	7	2	5	3	5	6	28
Write Ins	0	0	0	0	0	0	0
TOTALS	84	109	81	86	100	60	520
<i>Senator in General Court (Vote for One)</i>							
Blanks	6	13	5	10	4	8	46
Eileen M. Donoghue	78	95	75	76	96	52	472
Misc. Write Ins	0	1	1	0	0	0	2
TOTALS	84	109	81	86	100	60	520

DEMOCRATIC STATE PRIMARY - SEPTEMBER 6, 2012

Continued

PREC 1 PREC 2 PREC 3 PREC 4 PREC 5 PREC 6 TOTAL

Representative in General Court (Vote for One)

Blanks	0	4	2	7	4	6	23
James ARCIERO	84	105	79	79	96	54	497
Write Ins	0	0	0	0	0	0	0
TOTALS	84	109	81	86	100	60	520

Clerk of Courts (Vote for One)

Blanks	13	20	4	20	16	11	84
Michael A. SULLIVAN	71	89	77	66	84	49	436
Write Ins	0	0	0	0	0	0	0
TOTALS	84	109	81	86	100	60	520

Register of Deeds (Vote for One)

Blanks	10	18	4	17	18	11	78
Richard P. HOWE Jr.	74	91	77	69	82	49	442
Write Ins	0	0	0	0	0	0	0
TOTALS	84	109	81	86	100	60	520

Sheriff (Vote for One)

Blanks	12	17	6	24	21	14	94
Peter J. KOUTOUJIAN	72	91	74	62	79	46	424
Write Ins	0	1	1	0	0	0	2
TOTALS	84	109	81	86	100	60	520

Democratic Pct Totals:

	84	109	81	86	100	60	520
Total Registered Voters	2,734	2,591	2,685	2,566	2,616	2,438	15,630
D,J & R Pct Totals	237	250	225	217	229	165	1,323
Total Voter Turnout	8.67%	9.65%	8.38%	8.46%	8.75%	6.77%	8.46%

REPUBLICAN STATE PRIMARY - SEPTEMBER 6, 2012

September 6, 2012

Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
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Senator in Congress (Vote for One)

Blanks	5	1	4	6	4	5	25
Scott P. Brown	146	140	140	125	125	100	776
Write Ins	0	0	0	0	0	0	0
TOTALS	151	141	144	131	129	105	801

Representative in Congress (Vote for One)

Blanks	3	2	5	1	1	3	15
Jonathan A. Golnik	86	74	82	84	75	47	448
Thomas J.M. Weaver	62	65	57	46	53	55	338
Write Ins	0	0	0	0	0	0	0
TOTALS	151	141	144	131	129	105	801

Councillor (Vote for One)

Blanks	41	31	37	33	36	30	208
Maura L.P. Ciardiello	110	110	107	98	93	75	593
Write Ins	0	0	0	0	0	0	0
TOTALS	151	141	144	131	129	105	801

Senator in General Court (Vote for One)

Blanks	42	29	36	27	33	27	194
James J. Buba	109	112	108	104	96	77	606
Misc. Write Ins	0	0	0	0	0	1	1
TOTALS	151	141	144	131	129	105	801

REPUBLICAN STATE PRIMARY - SEPTEMBER 6, 2012

Continued

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Representative in General Court (Vote for One)</i>							
Blanks	27	31	40	23	26	21	168
Valerie A. Wormell	121	110	104	107	102	83	627
Misc. Write Ins	3	0	0	1	1	1	6
TOTALS	151	141	144	131	129	105	801
<i>Clerk of Courts (Vote for One)</i>							
Blanks	149	141	142	130	129	105	796
Misc. Write Ins	2	0	2	1	0	0	5
TOTALS	151	141	144	131	129	105	801
<i>Register of Deeds (Vote for One)</i>							
Blanks	151	141	141	131	129	105	798
Misc. Write Ins	0	0	3	0	0	0	3
TOTALS	151	141	144	131	129	105	801
<i>Sheriff (Vote for One)</i>							
Blanks	151	137	143	131	128	105	795
Misc. Write Ins	0	4	1	0	1	0	6
TOTALS	151	141	144	131	129	105	801
<i>Republican Pct Totals:</i>	151	141	144	131	129	105	801
Total Registered Voters	2,734	2,591	2,685	2,566	2,616	2,438	15,630
D, L & R Pct Totals	237	250	225	217	229	165	1,323
Total Voter Turnout	8.67%	9.65%	8.38%	8.46%	8.75%	6.77%	8.46%

GREEN RAINBOW STATE PRIMARY - SEPTEMBER 6, 2012

September 6, 2012
Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Senator in Congress (Vote for One)</i>							
Blanks	1	0	0	0	0	0	1
Write Ins	1	0	0	0	0	0	1
TOTALS	2	0	0	0	0	0	2
<i>Representative in Congress (Vote for One)</i>							
Blanks	1	0	0	0	0	0	1
Write Ins	1	0	0	0	0	0	1
TOTALS	2	0	0	0	0	0	2
<i>Councillor (Vote for One)</i>							
Blanks	1	0	0	0	0	0	1
Write Ins	1	0	0	0	0	0	1
TOTALS	2	0	0	0	0	0	2
<i>Senator in General Court (Vote for One)</i>							
Blanks	1	0	0	0	0	0	1
Write Ins	1	0	0	0	0	0	1
TOTALS	2	0	0	0	0	0	2
<i>Representative in General Court (Vote for One)</i>							
Blanks	1	0	0	0	0	0	1
Write Ins	1	0	0	0	0	0	1
TOTALS	2	0	0	0	0	0	2
<i>Clerk of Courts (Vote for One)</i>							
Blanks	1	0	0	0	0	0	1
Write Ins	1	0	0	0	0	0	1
TOTALS	2	0	0	0	0	0	2

GREEN RAINBOW STATE PRIMARY - SEPTEMBER 6, 2012

Continued

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Blanks	2	0	0	0	0	0	2
Write Ins	0	0	0	0	0	0	0
TOTALS	2	0	0	0	0	0	2
<i>Sheriff (Vote for One)</i>							
Blanks	2	0	0	0	0	0	2
Write Ins	0	0	0	0	0	0	0
TOTALS	2	0	0	0	0	0	2
<i>Green Rainbow Pct Totals:</i>	2	0	0	0	0	0	2
Total Registered Voters	2,734	2,591	2,685	2,566	2,616	2,438	15,630
D, L & R Pct Totals	237	250	225	217	229	165	1,323
Total Voter Turnout	8.67%	9.65%	8.38%	8.46%	8.75%	6.77%	8.46%

STATE ELECTION - NOVEMBER 6, 2012

Official Results

	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Electors of President and Vice President (Vote for One)</i>							
Blanks	4	7	5	6	8	4	34
JOHNSON and GRAY	24	27	19	31	34	21	156
OBAMA and BIDEN	1,089	1,029	1,084	1,121	1,078	1,005	6,406
ROMNEY and RYAN	1,148	1,073	1,149	977	1,009	953	6,309
STEIN and HONKALA	21	11	12	0	11	2	57
Misc. Write Ins	3	3	1	1	3	3	14
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Senator in Congress (Vote for One)</i>							
Blanks	13	8	15	15	11	10	72
Scott P. BROWN	1,363	1,299	1,340	1,176	1,212	1,157	7,547
Elizabeth A. WARREN	912	842	914	945	920	821	5,354
Misc. Write Ins	1	1	1	0	0	0	3
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Representative in Congress (Vote for One)</i>							
Blanks	75	67	71	61	78	57	409
Nicola S. TSONGAS	1,276	1,187	1,309	1,264	1,238	1,181	7,455
Jonathan A. GOLNIK	937	895	889	811	827	749	5,108
Misc. Write Ins	1	1	1	0	0	1	4
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Councillor (Vote for One)</i>							
Blanks	359	332	323	318	323	281	1,936
Maura L.P. CIARDIELLO	1,003	912	996	911	899	793	5,514
Eileen R. DUFF	926	905	950	906	919	913	5,519
Write Ins	1	1	1	1	2	1	7
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Senator in General Court (Vote for One)</i>							
Blanks	241	234	213	218	232	189	1,327
Eileen M. DONOGHUE	1,234	1,173	1,265	1,205	1,234	1,170	7,281
James J. BUBA	814	742	792	712	677	629	4,366
Write Ins	0	1	0	1	0	0	2
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976

STATE ELECTION - NOVEMBER 6, 2012—CONTINUED

	Official Results						
	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Representative in General Court (Vote for One)</i>							
Blanks	129	129	144	132	140	118	792
James ARCIERO	1,360	1,385	1,435	1,317	1,395	1,245	8,137
Valerie A. WORMELL	800	636	691	686	608	625	4,046
Write Ins	0	0	0	1	0	0	1
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Clerk of Courts (Vote for One)</i>							
Blanks	749	630	685	614	632	564	3,874
Michael A. Sullivan	1,531	1,509	1,580	1,511	1,500	1,419	9,050
Write Ins	9	11	5	11	11	5	52
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Register of Deeds (Vote for One)</i>							
Blanks	734	629	677	614	622	560	3,836
Richard P. Howe, Jr.	1,548	1,510	1,589	1,516	1,511	1,423	9,097
Write Ins	7	11	4	6	10	5	43
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Sheriff (Vote for One)</i>							
Blanks	544	476	537	520	467	425	2,969
Peter J. KOUTOUJIAN	1,241	1,177	1,245	1,174	1,187	1,145	7,169
Ernesto M. PETRONE	502	490	487	438	477	414	2,808
Write Ins	2	7	1	4	12	4	30
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976

STATE ELECTION - NOVEMBER 6, 2012—CONTINUED

	Official Results						
	Prec 1	Prec 2	Prec 3	Prec 4	Prec 5	Prec 6	TOTAL
<i>Question 1</i>							
Blanks	184	171	183	185	197	182	1,102
Yes	1,829	1,704	1,781	1,710	1,691	1,560	10,275
No	276	275	306	241	255	246	1,599
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Question 2</i>							
Blanks	53	72	70	58	47	57	357
Yes	1,126	1,057	1,065	1,137	1,103	963	6,451
No	1,110	1,021	1,135	941	993	968	6,168
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
<i>Question 3</i>							
Blanks	57	62	63	60	55	60	357
Yes	1,310	1,277	1,311	1,291	1,251	1,108	7,548
No	922	811	896	785	837	820	5,071
TOTALS	2,289	2,150	2,270	2,136	2,143	1,988	12,976
Total Registered Voters	2,808	2,714	2,752	2,674	2,670	2,498	16,116
<i>Precinct Totals:</i>	2,289	2,150	2,270	2,136	2,143	1,988	12,976
Total Voter Turnout	81.5%	79.2%	82.5%	79.9%	80.3%	79.6%	80.5%

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 15, 2012, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 7:33 pm with at least 200 voters present at the meeting. A total of 373 voters attended Town Meeting.

It was voted unanimously to allow employees and consultants to sit with their respective boards on the floor of Town Meeting.

It was voted unanimously to waive the reading of the motions and accept as the official motions the goldenrod colored document filed with the Town Clerk.

ARTICLE 1: Fiscal Year 2013 Budget Adjustments

It was voted that the Town raise and appropriate the sum of \$116,908 (ONE HUNDRED SIXTEEN THOUSAND NINE HUNDRED EIGHT DOLLARS) in order to supplement the following Fiscal Year 2013 Operating Budgets:

122 Engineering Services for Parker Village Fire Station	\$36,000
135 Other Post Employment Benefits (OPEB) Study	\$ 6,400
210 Police Personal Services	\$57,500
945 MEGA Worker's Compensation Assessment	\$17,008

and further;

It was voted unanimously that the Town transfer the sum of \$38,100 (THIRTY EIGHT THOUSAND ONE HUNDRED DOLLARS) from Ambulance Enterprise Free Cash in order to supplement the following Fiscal Year 2013 Operating Budgets:

640 Ambulance Enterprise, Overtime	\$ 5,000
640 Ambulance Enterprise, Medical Supplies	\$20,000
640 Ambulance Enterprise, Equipment (CPR Machine)	\$13,100

Town Manager Jodi Ross reported to Town Meeting on the state of the Ambulance Enterprise fund since its inception in FY2002. The presentation is on file at the Town Clerk's Office.

ARTICLE 2: Fiscal Year 2013 Budget Transfers

It was voted that the Town transfer the sum of \$20,000 (TWENTY THOUSAND DOLLARS) between the following Fiscal Year 2013 accounts:

From:	Dept. 300	Westford Public Schools
to:	Dept. 210	Police, Personal Services

It was voted unanimously under one motion to dismiss Articles 3, 5 and 7.

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

ARTICLE 3: Unpaid Bills Prior Fiscal Years

It was voted unanimously to dismiss Article 3.

ARTICLE 4: Perchlorate Stabilization Fund and Perchlorate Expenses

It was voted unanimously that the Town transfer the sum of \$375,000 (THREE HUNDRED SEVENTY-FIVE THOUSAND DOLLARS) from free cash to the Perchlorate Stabilization Fund for the specific purpose of providing funds for future perchlorate contamination remediation and any other related costs:

and further;

That the Town appropriate the sum of \$100,000 (ONE HUNDRED THOUSAND DOLLARS) from the Perchlorate Stabilization Fund for the purpose of providing funds to address associated issues regarding perchlorate contamination or any other related costs.

ARTICLE 5: Capital Requests

It was voted unanimously to dismiss Article 5.

ARTICLE 6: Reduce Amount Raised by Taxes in Fiscal Year 2013

It was voted unanimously that the Town transfer the following available funds to reduce the net amount to be raised by taxes for Fiscal Year 2013:

\$44,132.03	From Fund Balance Designated for Debt Exclusion Reduction
\$1,851,115.73	From Free Cash

ARTICLE 7: Accept Section 5 of Massachusetts General Laws Chapter 59 Related to Abatements to Members of National Guard

It was voted unanimously to dismiss Article 7.

ARTICLE 8: Authorization to Accept Settlements – Payment for Damage to Trees on Town Common

It was voted unanimously that the Town approve a settlement claim of \$12,600 from Safety Insurance for trees damaged on Westford Common by an automobile on September 22, 2011; and further, that the Town authorize the Board of Selectmen, working with the Common Restoration Project and in accordance with the Common Restoration Plan approved by the Board in the spring of 1996, to expend the settlement funds to plant and care for trees, said authority being set forth in Chapter 33.2 of the General Bylaws of the Town.

ARTICLE 9: Authorization to Enter Solar Net Metering Credit Sales Agreement Not to Exceed 30 Years

It was voted unanimously that the Town authorize the Board of Selectmen to enter into a solar net metering credit sales agreement for a term not to exceed thirty years in accordance with the following general terms: the Town will select a qualified renewable energy developer pursuant to a Request for Proposals issued by the Town;

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

the developer will construct a Photo Voltaic solar system on land that is owned or leased by the developer and located within the same National Grid utility territory as the Town; no Town-owned land will be utilized; the electricity produced by the facility will be transferred to the National Grid power grid; the Town will be designated as the host customer in order to take advantage of the net metering provisions of the Massachusetts Green Communities Act and the implementing regulations; the Town will annually purchase from the developer up to 9.7 million kWh of electricity produced by the facility at a per kWh charge set forth in the agreement; the 9.7 million kWh is the total amount of electricity consumed by the Town at its municipal buildings and facilities annually; the Town will designate each of its municipal electricity meters on a schedule to be submitted to National Grid which will provide a credit on the Town's monthly electricity bill in the amount of the net metering credit established in tariffs issued by the Massachusetts Department of Public Utilities; because the net metering credit is anticipated to be significantly larger than the Town's purchase price for the electricity produced at the solar facility, the Town will realize a net savings on its electricity bill; and further the Board of Selectmen is hereby authorized to negotiate the solar net metering credit sales agreement on such terms and conditions determined to be in the best interests of the Town.

Prior to deliberation under Article 10, the Moderator disclosed that she is on the Board of Directors of the Westford Land Preservation Foundation that has been active in fund raising efforts toward the purchase of the conservation restriction.

It was voted unanimously to allow non-resident Susan Crane from the Sudbury Valley Trustees to address the meeting with regard to Article 10.

ARTICLE 10: Community Preservation Committee Recommendation – Acquisition of a Conservation Restriction – O'Brien Farm

It was voted that the Town, pursuant to Massachusetts General Laws Chapter 44B, in accordance with the recommendations of the Westford Community Preservation Committee, authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise a conservation restriction meeting the requirement of General Laws Chapter 184 on a parcel of land known as the O'Brien Farm located at 18 Vose Road, Assessors' Map Number 18, Parcel Number 121, being a portion of approximately 23 acres of the O'Brien Farm, being a portion of the premises described in a deed recorded in the Middlesex Registry of Deeds in Book 23373, Page 60 to be under the care, custody, control, and management of the Westford Conservation Commission and the Sudbury Valley Trustees held for conservation purposes; and to transfer from the Community Preservation Undesignated Fund the sum of \$760,000 (SEVEN HUNDRED AND SIXTY THOUSAND DOLLARS) to fund such acquisition; and further to authorize the Board of Selectmen to take such other action as may be necessary to carry out the purpose of this motion.

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

ARTICLE 11: Amend Chapter 33: Legal Affairs

It was voted that the Town amend Section 33.2 of the Town's General Bylaws as follows (added words are shown in bold and underlined, deleted words are shown in strikethrough):

Chapter 33: Legal Affairs

§ 33.1. Actions against the Town.

The Selectmen shall, with the assistance of Town Counsel, institute, prosecute and defend any and all claims, actions and proceedings to which the Town is a party or in which the interests of the Town are or may be involved.

§ 33.2. Authority to settle certain claims.

The Selectmen may, subject to the approval of the Town, settle or compromise any claim, action, suit or other proceeding made or instituted by them in behalf of the Town. They may settle or compromise, without such approval, any such claim, action, suit or proceedings which does not involve more than ~~\$1,000~~ **\$100,000**. Subject to appropriation therefor, they may settle any claim, action, suit or other proceeding against the Town.

ARTICLE 12: Amend Chapter 148: Streets and Sidewalks by Adding a New Section to Restrict Discharge of Water into Public Ways

It was voted that the Town amend Chapter 148 of the General Bylaws by adding the following new section 148.6 and renumbering subsequent sections:

Chapter 148.6 Discharging Water into Public Ways

No water shall be intentionally discharged onto or into any public ways or sidewalks of the town so as to cause a dangerous and/or defective condition.

ARTICLE 13: New Bylaw Authorizing Town to Make Temporary Repairs to Private Ways

It was voted that the Town amend the General Bylaws by adding a new Chapter as recommended in the Unaccepted Roads Committee Report as follows:

Chapter 149 Temporary Repairs to Private Ways

§ 149.1 Purpose and applicability.

- A. Pursuant to Massachusetts General Laws Chapter 40, Section 6N, the Board of Selectmen is hereby is authorized to make temporary repairs to private ways, constructed prior to 1955, which have been open to the public for a period of at least six (6) years, out of funds appropriated for said purpose by Town Meeting. In all cases, the entire cost shall be assessed as betterment on those properties which benefit from the repairs. Repair does not mean new construction.

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

- B. The repairs shall be those required by public necessity, including but not limited to
 - 1. The necessity of providing adequately drained ways so as to reduce ecologically harmful runoff into the Town's brooks and ponds; and
 - 2. The necessity of providing adequate passable ways for public safety vehicles from public ways to residences, Town facilities and resources including access to Town conservation land.
- C. The Board of Selectmen shall make the determination of public necessity.

§149.2 Types of Repairs.

- A. The repairs must be temporary in nature, such as filling, grading, patching and surface coating, and may include such repairs to drainage swales, conduits and structures as are necessary to preserve the integrity of surface repairs to the roadway, and shall not be such as to constitute a reconstruction of the roadway.
- B. The temporary repair shall have a minimum expected life equal to twenty (20) years.
- C. Temporary repairs may be undertaken on a way subject to this bylaw, or to a continuous portion of such way, which portion begins and ends at an intersection or conjunction with another way.

§ 149.3 Petition.

A minimum of seventy five percent (75%) of the owners of property abutting the portion of the way proposed to be repaired must petition for the repair, with each ownership entity counting as one. The Board of Selectmen are authorized to waive this requirement.

§ 149.4 Betterment charges.

- A. The owners of land abutting such way who derive benefit from said repairs shall be assessed betterment charges by the Board of Selectmen. Betterment charges, in an amount of one hundred (100%) of the aggregate cost to plan, prepare and repair the private way shall be assessed on a per lot basis or on the proportion of the lot frontage on the way or portion of the way to be repaired to the frontage of said repaired way or other proportional method as may be required by the Board of Selectmen.
- B. The Town may be considered an abutter if property under the care, custody and control of the Town abuts said way to be repaired.
- C. A cash deposit shall not be required.

§149.5 Status of way.

- A. This bylaw does not confer any obligation or duty on the Town or its agents to either initially place or to thereafter maintain and repair said private ways so that they are reasonably safe and convenient for travel by being free from defects or want of repair.

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

- B. The making of such temporary repairs to private ways, no matter how often or to what extent, does not constitute an acceptance by the Town of such private ways as public ways, nor does it constitute a way being "maintained and used as a public way" under the Massachusetts Subdivision Control Law.
- C. Any private way repaired under the provisions of this bylaw need not be brought up to full Town standards and may continue to remain a private way. Repaired private ways may be brought to Town Meeting for acceptance as a public way by completing the steps outlined in the Town's Street Acceptance procedure, if any, adopted by the Board of Selectmen which may be amended from time to time, or otherwise as allowed by law.

§ 149.6 Liability.

The Town, in making repairs under this section shall not be liable for any damages to persons or property caused by negligent repair or maintenance of the private way.

§ 149.7 Indemnity Agreement.

No repair of a private way shall be undertaken until the Board of Selectmen has in its possession agreements executed by at least eighty five percent (85%) of abutting owners on the portion of the way to be repaired holding the Town harmless from any additional damage arising from any negligent repair, and which includes the following provisions:

- A. that the Town assumes no liability to such owners by making the repairs;
- B. jointly and severally, to indemnify and hold harmless the Town with respect to such statutory liability and any and all other liability for claims of injury, death or property damage to such owners or third parties caused by alleged defects in the way, including attorneys' fees and other costs of defense;
- C. that should the Town decide not to continue to provide temporary repairs to such way, the owners will themselves keep such way in good repair so as to minimize the liability of the Town for having undertaken such repairs;
- D. that such repair shall not constitute "maintenance" of such way, so as to give the way the status of a way "maintained and used as a public way" under the Massachusetts Subdivision Control Law; and
- E. that if assessed for repairs, the owners will not appeal the amount of the assessment and agree that the assessment may be apportioned over the number of years of the expected lifetime of the repair to be determined by the Board of Selectmen.

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

§ 149.8 Continually Open to Public Use.

Repairs or maintenance under this section shall not be performed on private ways that do not remain open to public use for at least twenty years.

ARTICLE 14: Amend Chapter 48: Tax Possession Sale Committee

It was voted that the Town amend Section 48.1 of the General Bylaws which currently reads: "There shall be a Tax Possession Sale Committee of 3 members, to be appointed by the Board of Selectmen." by changing the number 3 to the number 7 so that the bylaw will read: "There shall be a Tax Possession Sale Committee of 7 members, to be appointed by the Board of Selectmen."

Planning Board Chair Kevin Borcelli presented a report on the Master Plan Implementation Process. Report slides are on file at the Town Clerk's Office.

ARTICLE 15: Transfer Custody of Parcel 40 on Map 45 (Sawmill Road Parcel) From Tax Possession Sale Committee to the Conservation Commission

It was voted unanimously that the Town transfer the care, custody, control and management of a parcel of Town-owned land located at the end of Sawmill Road identified as Parcel 40 on Westford Assessors' Map 45 from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Conservation Commission to be held for conservation purposes.

A motion was made and seconded to add to the end of the motion the following words "and to direct the Conservation commission to allow within any conservation restriction placed on the property, for the completion of the Sawmill Roadway and to provide for a parking area at or on the completion of the Sawmill roadway, within the boundaries of the parcel." The motion failed for lack of majority as established by a counted vote of 128 in favor to 152 opposed.

ARTICLE 16: Transfer Custody of Parcel 86 Map 7 (Vose Parcel on Acton Road) From Tax Possession Sale Committee to the Conservation Commission

It was voted by a two-thirds counted majority (226 in favor; 30 opposed) that the Town transfer the care, custody, control and management of a parcel of Town-owned land commonly known as the Vose parcel on Acton Road, further described as Parcel 86 on Westford Assessors' Map 7, from the Tax Possession Sale Committee currently held for tax title sale purposes to the Conservation Commission to be held for conservation purposes and further that the Board of Selectmen be authorized and advised to grant by deed a permanent conservation restriction on said parcel, meeting the requirements of G.L. c. 184, Sections 31 to 33, to an eligible non-profit organization.

The original motion was amended by majority vote to remove all references to parking.

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

A motion was made and seconded to replace the words “purposes nor access to parking” with “of more than four vehicles” and to replace “or access to parking” with the words “of more than four vehicles.” The motion was withdrawn after the amendment to remove all references to parking passed by majority. That same amendment was then made a second time but failed for lack of majority.

ARTICLE 17: Authorize the Board of Selectmen to Enter Ninety-Nine Year Lease with MassDOT for the Portion Within Westford of Phase 2A of the Bruce Freeman Rail Trail

It was voted unanimously that the Town vote to authorize the Board of Selectmen, for purposes of establishing, constructing, operating and maintaining portion of Phase 2A within Westford of the multi-use rail trail/bicycle path for non-motorized transportation, open space and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth, to acquire by purchase, gift, eminent domain or otherwise, fee, easement, leasehold, license and/or other real property interests in, on, over, across, under and along (a) all or any portion of the land, premises, easements, rights-of-way and other rights in Westford comprising the former Lowell Secondary Track railroad right-of-way extending from the current terminus of the Bruce Freeman Rail Trail at or near the intersection of Carlisle Road (Route 225) and Route 27 and running southerly to the Carlisle Town line, acquired by the Commonwealth of Massachusetts (acting through its former Executive Office of Transportation and Construction) by deeds dated November 29, 1982, and recorded in the Middlesex South District Registry of Book 14836, Pages 507-512, or however otherwise acquired by the Commonwealth, and (b) abutting and underlying properties as necessary for clearing title to said railroad right-of-way, laying out a rail trail/bicycle path in that right of way and within associated easements, and providing access to the rail trail area for construction, maintenance and repair purposes, on such terms and conditions as the Selectmen may determine, and further to see if the Town will raise, appropriate, transfer from available funds, or accept gifts for these purposes.

ARTICLE 18: Amend the Zoning Bylaws to allow Drive-Up Windows at Restaurants

The following motion was made and seconded but failed for lack of a majority:

That the Town vote to amend the Zoning Bylaws of the Town of Westford to allow drive-up windows at restaurants in the Commercial Highway (CH) District by changing Appendix A, Table of Principal Use regulations, Subsection D.(C).5. “Restaurant, drive-in” from N (not permitted) to Y (permitted) as shown on the next page.

*Excerpt of Appendix A: Table of Principal Use Regulations, Westford
Zoning Bylaw: June 29, 2012*

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Continued

	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
D. Commercial Uses										
D. (A) Retail Uses										
1. Retail sales to the general public	N	N	Y	N	Y	N	Y	Y	N	N
2. Retail sales to industrial or commercial buyers	N	N	N	N	SPB	Y	N	N	N	N
3. Retail sales of dairy products	N	N	Y	N	Y	N	Y	N	N	N
4. Retail sales or leasing of motor vehicles	N	N	N	N	Y	Y	N	N	N	N
5. Major retail project	N	N	SPB	SPB	SPB	SPB	SPB	N	N	N
D. (B) Motor Vehicle Services										
1. Motor vehicle services	N	N	SPA	N	SPA	SPA	SPA	SPA	N	N
2. Motor vehicle repair establishments	N	N	SPA	N	SPA	SPA	SPA	SPA	N	N
D. (C) Other Commercial Uses										
1. Nursing or convalescent home	SPA	SPA	SPA	N	N	N	SPA	SPA	N	N
2. Funeral home	N	N	Y	N	Y	N	Y	Y	N	N
3. Hotel	N	N	Y	N	SPB	N	Y	Y	N	N
4. Restaurant	N	N	Y	Y	Y	N	Y	Y	N	N
5. Restaurant, drive-in	N	N	N	N	Y	N	N	N	N	N
6. Business or professional office	N	N	Y	Y	Y	Y	Y	Y	Y	Y
7. Printing establishment; newspaper	N	N	Y	N	N	N	Y	Y	Y	Y
8. Nonexempt educational use	N	N	N	N	Y	N	N	N	N	N
9. Nonprofit membership club	Y	Y	Y	N	Y	N	Y	Y	N	N

See Definitions: Y = permitted, N = not permitted
 SPB = special permit by Planning Board
 SPA = special permit by Zoning board of Appeals

SPECIAL TOWN MEETING MINUTES - OCTOBER 15, 2012

Concluded

RESOLUTION: It was resolved to direct the Planning Board to present to Annual Town Meeting the means for drive through windows to be approved by special permit.

The Planning Board expressed a willingness to present the proposal as a special permit to Annual Town Meeting.

ARTICLE 19: Special Act to Issue (1) Additional All Alcoholic License Under Chapter 138 of Massachusetts General Laws, Retail Package Goods Store for all Kinds of Alcoholic Beverages Not to be Drunk on the Premises

The following motion was made and seconded but failed for lack of a majority:

That the Town authorize the Board of Selectmen to petition the General Court for one (1) additional all alcohol off premises retail license under Chapter 138 of Massachusetts General laws, retail package goods store for all kinds of alcoholic beverages not to be drunk on the premises to be exercised by Westford LC, LLC at the so-called Cornerstone Development located at 1 through 11 Cornerstone Square, said license not to be transferred to any other location; provided, however, that the General Court may make clerical or editorial changes of form only to the bill, unless the Board of Selectmen approves amendments to the bill before enactment by the General Court which are within the scope of the general public objectives of the petition.

It was voted to adjourn the Special Town Meeting at 10:39 pm, having no further business to conduct.

A True Record: Attest
Kaari Mai Tari
Town Clerk

DEMOCRATIC PARTY SPECIAL STATE PRIMARY—

APRIL 30, 2013

Official Results

PREC 1 PREC 2 PREC 3 PREC 4 PREC 5 PREC 6 TOTAL

***Senator in Congress
(Vote for One)***

Blanks	0	3	1	0	4	0	8
Stephan F. LYNCH	134	156	155	113	144	124	826
Edward J. MARKEY	202	193	226	239	227	123	1,210
Write Ins	0	0	0	0	1	0	1
TOTALS	336	352	382	352	376	247	2,045

***Democratic Pct
Totals:***

336	352	382	352	376	247	2,045
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Total Registered

Voters	2,771	2,687	2,727	2,649	2,606	2,450	15,890
D & R Pct Totals	587	612	638	598	625	430	3,490
Total Voter Turnout	21.18%	22.78%	23.40%	22.57%	23.98%	17.55%	21.96%

REPUBLICAN PARTY SPECIAL STATE PRIMARY—

APRIL 30, 2013

Official Results

PREC 1 PREC 2 PREC 3 PREC 4 PREC 5 PREC 6 TOTAL

Senator in Congress (Vote for One)

Blanks	1	4	0	2	4	0	11
Gabriel E. GOMEZ	151	128	149	137	127	101	793
Michael J. SULLIVAN	74	76	80	71	84	64	449
Daniel B. WINSLOW	25	51	27	34	34	18	189
Write Ins	0	1	0	2	0	0	3
TOTALS	251	260	256	246	249	183	1,445

Republican Pct Totals:

251	260	256	246	249	183	1,445
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Total Registered

Voters	2,771	2,687	2,727	2,649	2,606	2,450	15,890
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D & R Pct Totals

587	612	638	598	625	430	3,490
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Total Voter

Turnout	21.18%	22.78%	23.40%	22.57%	23.98%	17.55%	21.96%
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ANNUAL TOWN ELECTION -APRIL 30, 2013

Official Results

PREC 1 PREC 2 PREC 3 PREC 4 PREC 5 PREC 6 TOTAL

Board of Selectmen (3 Year Term) - Vote for 2

Blanks	107	92	103	85	99	76	562
Robert S. JEFFERIES	182	198	213	241	241	131	1206
Andrea PERANER-	283	285	332	334	373	192	1799
John Scott HAZELTON	342	345	348	290	299	236	1860
James S. JARVIE IV	302	315	296	249	257	237	1656
Write Ins	2	3	2	1	1	0	9
TOTALS	1218	1238	1294	1200	1270	872	7092

Board of Health (3 Year Term)-Vote for 2

Blanks	347	319	343	287	361	260	1917
Susan M. HANLY	466	488	514	483	491	327	2769
Jillian Lee LOKERE	405	431	435	430	416	284	2401
Write Ins	0	0	2	0	2	1	5
TOTALS	1218	1238	1294	1200	1270	872	7092

Housing Authority (5 Year Term) - Vote for 1

Blanks	158	155	164	139	180	127	923
Janet M. BERUBE	450	464	480	460	454	309	2617
Write Ins	1	0	3	1	1	0	6
TOTALS	609	619	647	600	635	436	3546

ANNUAL TOWN ELECTION -APRIL 30, 2013

Official Results

PREC 1 PREC 2 PREC 3 PREC 4 PREC 5 PREC 6 TOTAL

Library Trustees (3 Year Term) - Vote for 2

Blanks	324	314	358	289	376	275	1936
Elizabeth S. DIERCKS	440	468	478	469	464	305	2624
Kathleen A. CANAVAN	454	456	456	442	428	292	2528
Write Ins	0	0	2	0	2	0	4
TOTALS	1218	1238	1294	1200	1270	872	7092

Planning Board (5 Year Term) - Vote for 1

Blanks	165	166	166	150	185	134	966
Darrin H. WIZST	440	451	478	446	449	301	2565
Write Ins	4	2	3	4	1	1	15
TOTALS	609	619	647	600	635	436	3546

School Committee (3 Year Term) - Vote for 2

Blanks	359	336	368	302	388	291	2044
Arthur F. BENOIT	421	456	449	454	441	284	2505
George Thomas CLAY	436	444	470	443	440	297	2530
Write Ins	2	2	7	1	1	0	13
TOTALS	1218	1238	1294	1200	1270	872	7092

Total Registered Voters	2,771	2,687	2,727	2,649	2,606	2,450	15,890
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Precinct

Totals:	609	619	647	600	635	436	3546
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Total Voter Turnout	22.0%	23.0%	23.7%	22.7%	24.4%	17.8%	22.3%
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ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, March 23, 2012, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the 284th meeting to order at 10:02 am. A total of 371 voters were in attendance. The Moderator noted that the first Town Meeting in Westford was held on March 2, 1730.

It was voted unanimously to allow employees, Town Counsel, and consultants to sit with their respective boards on the floor of Town Meeting.

It was voted to waive the reading of the motions and accept as the official motions the document last updated on March 22, 2013, posted to the web and filed with the Town Clerk.

ARTICLE 1: Accept Town Reports

It was voted unanimously that the Town accept the reports of town officers, boards and committees for the Fiscal Year 2012.

ARTICLE 2: Unpaid Bills from Previous Fiscal Year(s)

It was voted unanimously that the Town appropriate from Free Cash \$1,770.13 (ONE THOUSAND SEVEN HUNDRED SEVENTY DOLLARS AND THIRTEEN CENTS) to pay for unpaid bills of prior fiscal years from Verizon for telecommunication services for various Town departments in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

ARTICLE 3: Fiscal Year 2013 Supplemental Appropriations

It was voted unanimously that the Town appropriate from Free Cash the sum of \$70,000 (SEVENTY THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2013 Operating Budgets:

131 Finance Committee Reserve Fund	\$50,000
543 Veterans Services (Expenses)	\$20,000

ARTICLE 4: Fiscal Year 2013 Budget Transfers

It was voted unanimously that the Town dismiss Article 4.

ARTICLE 5: Transfer from the Perchlorate Stabilization Fund for Perchlorate Expenses

It was voted unanimously that the Town transfer the sum of \$250,000 (TWO HUNDRED FIFTY THOUSAND DOLLARS) from the perchlorate stabilization fund to the town manager perchlorate remediation account for the purpose of providing funds to address associated issues regarding perchlorate contamination.

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

ARTICLE 6: Appropriate Funds to Address Public Safety Hazards at 12 North Main Street

It was voted that the Town appropriate from Free Cash the sum of \$50,000 (FIFTY THOUSAND DOLLARS) for the purpose of providing funds to address associated issues regarding the condition of the property at 12 North Main Street.

ARTICLE 7: Authorize Expenditure from Insurance Receipts

It was voted unanimously that the Town appropriate from insurance receipts reserved \$79,832 (SEVENTY NINE THOUSAND EIGHT HUNDRED THIRTY TWO DOLLARS) in accordance with Massachusetts General Laws Chapter 44, Section 53 for the following:

122 - Frost School Roof Restoration	\$41,805
630 - Crew Equipment Replacement	\$29,810
171 - Hill Orchard Restoration	\$ 8,217

ARTICLE 8: Capital Appropriations for Fiscal Year 2013

First Vote: It was voted unanimously that the Town transfer from Capital Stabilization the sum of \$31,000 (THIRTY ONE THOUSAND DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Engineering	\$31,000	Minot's Corner Engineering

Second Vote:

(Majority Vote Required)

It was voted that the Town appropriate from Ambulance Enterprise retained earnings the sum of \$80,000 (EIGHTY THOUSAND DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Ambulance	\$60,000	Rehabilitation of Ambulance #10 and any other related costs
Ambulance	\$20,000	Purchase Emergency Medical Service equipment and any other related costs

And further;

That the Town appropriate from Water Enterprise retained earnings the sum of \$670,000 (SIX HUNDRED SEVENTY THOUSAND DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Department	\$600,000	Water system improvements on Edwards Avenue, Hadley Road, and Williams Avenue in the Nabnasset Section of Town, including all costs incidental and related thereto
Water Department	\$40,000	Purchase of a 4-wheel drive pick-up truck with plow, accessories and any other related costs
Water Department	\$30,000	Purchase of a utility van, accessories and any other related costs

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

ARTICLE 9: Community Preservation Committee Recommendations

It was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of \$1,230,100 (ONE MILLION TWO HUNDRED THIRTY THOUSAND ONE HUNDRED DOLLARS) as follows:

\$308,946	From Undesignated Fund Balance To the Community Housing Reserve This allocation more than covers the required 10% for Community Housing	Community Housing Reserve
\$138,636	From Undesignated Fund Balance To the Historic Resources Reserve This allocation more than covers the required 10% for Historical Resources	Historic Resources Reserve
\$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	Conservation Commission
\$10,018	From Undesignated Fund Balance For the Victorian Chimney Rehabilitation and Attic Window Restoration at the J.V. Fletcher Library located at 50 Main Street	Board of Library Trustees
\$334,000	From Community Housing Fund Balance To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs.	Affordable Housing Trust
\$70,000	From Historic Resources Fund Balance For the rehabilitation of the Frost School Roof located at 73 Main Street and any other related costs.	Historical Commission
\$88,500	From Historic Resources Fund Balance For the design and installation of fire protection improvements for the Roudenbush Community Center, Inc. located at 65 Main Street and any other related costs.	Historical Commission
\$90,000	From the remaining balance of the Purchase & Retro-fit of a Potential Group Home project approved under Article 16 of the May 10, 2008 Annual Town Meeting. To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs.	Affordable Housing Trust

A motion was made and seconded to reduce the amount designated for the Affordable Housing Trust from \$334,000 to \$185,613. The motion failed for a lack of majority.

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

ARTICLE 10: Amend the Wage and Classification Plan

It was voted that the Town amend the Pay Classification Plan for non-union municipal employees, effective July 1, 2013 as follows:

Band Change:								
Position Title	Current Band	Min	Mid	Max	New Band	Min	Mid	Max
Business Manager, Water Department	Band 4	\$48,970	\$59,512	\$70,056	Band 5	\$54,848	\$66,655	\$78,462
Title Change:								
Position Title	Current Band	Min	Mid	Max				
From: Water Treatment Manager To: Water Operations Manager	Band 6	\$59,782	\$72,651	\$85,522				

Town Manager Jodi Ross reported on the fiscal state of the Town. That report is on file with the Town Clerk.

ARTICLE 11: Fiscal Year 2014 Operating Budget

It was voted that the Town appropriate the sum of \$98,435,179 (NINETY EIGHT MILLION FOUR HUNDRED THIRTY FIVE THOUSAND ONE HUNDRED SEVENTY NINE DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2013 through June 30, 2014, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 240 Community Preservation Fund: \$889,861 shall be appropriated from Community Preservation Fund Fiscal 2014 Revenue;

Fund 270 Receipts Reserved for Appropriation: \$18,720 shall be appropriated from Conservation Wetlands Fees;

Fund 280 Town Revolving Funds: \$30,000 shall be appropriated from Recreation Field Maintenance Revolving 53 E ½;

Fund 600 Water Enterprise Fund: \$3,470,340 shall be appropriated from Water Enterprise Revenue and \$471,474 shall be appropriated from Water Enterprise retained earnings;

Fund 630 Recreation Enterprise Fund: \$1,100,500 shall be appropriated from Recreation Enterprise Revenue;

Fund 640 Ambulance Enterprise Fund: \$650,000 shall be appropriated from Ambulance Enterprise Revenue.

The original motion was amended by eliminating the stipend paid to Water Commissioners, thereby reducing the Water Enterprise personnel services line item by \$1,200 per year (to \$1,101,454).

A motion was made and seconded to reduce the Public School Department budget by \$55,000 to \$48,701,566. The vote, taken by secret ballot, failed with 104 voting in favor and 140 voting against the amendment.

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

GENERAL GOVERNMENT

122	SELECTMEN		
	Personal Services	0	
	Expenses	<u>19,806</u>	
	TOTAL	19,806	
123	TOWN MANAGER		
	Personal Services	308,452	
	Expenses	<u>33,258</u>	
	TOTAL	341,710	
131	FINANCE COMMITTEE		
	Personal Services	0	
	Expenses	10,113	
	Reserve Fund	191,000	
	(Transfers out)	<u>0</u>	
	TOTAL	201,113	
135	TOWN ACCOUNTANT		
	Personal Services	225,213	
	Expenses	<u>36,360</u>	
	TOTAL	261,573	
137	BUDGET DIRECTOR		
	Personal Services	77,561	
	Expenses	<u>1,300</u>	
	TOTAL	78,861	
141	BOARD OF ASSESSORS		
	Personal Services	214,369	
	Expenses	<u>24,600</u>	
	TOTAL	238,969	
145	TREASURER / COLLECTOR		
	Personal Services	249,987	
	Expenses	<u>45,805</u>	
	TOTAL	295,792	
151	LEGAL SERVICES		
	Personal Services	0	
	Expenses	<u>263,500</u>	
	TOTAL	263,500	
152	HUMAN RESOURCES		
	Personal Services	174,251	
	Expenses	28,000	
	Comp. Reserve	200,000	
	Transfers out	<u>0</u>	
	TOTAL	402,251	

155	TECHNOLOGY		
	Personal Services	364,009	
	Expenses	<u>599,590</u>	
	TOTAL	963,599	
161	TOWN CLERK		
	Personal Services	204,549	
	Expenses	<u>21,916</u>	
	TOTAL	226,465	
170	PERMITTING DEPARTMENT		
	Personal Services	183,904	
	Expenses	<u>36,665</u>	
	TOTAL	220,569	
171	CONSERVATION COMMISSION		
	Personal Services	80,623	
	Expenses	<u>9,040</u>	
	TOTAL	89,663	
175	PLANNING BOARD		
	Personal Services	78,194	
	Expenses	<u>17,536</u>	
	TOTAL	95,730	
176	ZONING BOARD OF APPEALS		
	Personal Services	0	
	Expenses	<u>5,550</u>	
	TOTAL	5,550	
192	TOWN HALL MAINTENANCE		
	Personal Services	37,544	
	Expenses	<u>101,377</u>	
	TOTAL	138,921	
	PUBLIC BUILDINGS & PROPERTIES		
199	MAINTENANCE		
	Personal Services	39,699	
	Expenses	<u>15,500</u>	
	TOTAL	55,199	
	TOTAL GENERAL GOVERNMENT	<u><u>3,899,271</u></u>	

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

PUBLIC SAFETY

210	POLICE DEPARTMENT		
	Personal Services	4,362,976	
	Expenses	<u>589,725</u>	
	TOTAL	4,952,701	
220	FIRE DEPARTMENT		
	Personal Services	2,726,451	
	Offset From Grant	0	
	Expenses	<u>241,928</u>	
	TOTAL	2,968,379	
241	BUILDING DEPARTMENT		
	Personal Services	267,247	
	Expenses	<u>15,580</u>	
	TOTAL	282,827	
244	SEALER WGHTS/MEASURE		
	Personal Services	0	
	Expenses	<u>5,000</u>	
	TOTAL	5,000	
291	EMERGENCY MANAGEMENT		
	Personal Services	8,080	
	Expenses	<u>12,995</u>	
	TOTAL	21,075	
292	ANIMAL CONTROL		
	Personal Services	61,793	
	Expenses	6,150	
	Offset	<u>0</u>	
	TOTAL	67,943	
294	TREE WARDEN		
	Personal Services	2,020	
	Expenses	<u>32,650</u>	
	TOTAL	34,670	

TOTAL PUBLIC SAFETY 8,332,595

EDUCATION

	WESTFORD PUBLIC		
300	SCHOOLS	49,251,566	
310	NASHOBA TECH	<u>703,302</u>	

TOTAL EDUCATION 49,954,868

PUBLIC WORKS

410	ENGINEERING DEPARTMENT		
	Personal Services	191,556	
	Expenses	<u>14,910</u>	
	TOTAL	206,466	
421	HIGHWAY DEPARTMENT		
	Personal Services	1,309,725	
	Expenses	<u>1,092,944</u>	
	TOTAL	2,402,669	
427	STORMWATER MANAGEMENT		
	Personal Services	0	
	Expenses	<u>48,000</u>	
	TOTAL	48,000	
432	RECYCLING		
	Personal Services	0	
	Expenses	<u>247,450</u>	
	TOTAL	247,450	
433	SOLID WASTE		
	Personal Services	0	
	Expenses	<u>1,238,678</u>	
	TOTAL	1,238,678	
440	SEWERAGE COLLECTION		
	Personal Services	0	
	Expenses	<u>8,940</u>	
	TOTAL	8,940	
491	CEMETERY DEPARTMENT		
	Personal Services	71,104	
	Expenses	<u>21,441</u>	
	TOTAL	92,545	

TOTAL PUBLIC WORKS 4,244,748

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

HEALTH & HUMAN SERVICES

510 BOARD OF HEALTH	
Personal Services	368,136
Expenses	<u>40,800</u>
TOTAL	408,936

540 SENIOR CENTER	
Personal Services	124,165
Expenses	<u>57,901</u>
TOTAL	182,066

541 COUNCIL ON AGING	
Personal Services	223,456
Expenses	<u>34,940</u>
TOTAL	258,396

543 VETERANS SERVICES	
Personal Services	51,462
Expenses	82,450
TOTAL	133,912

TOTAL HEALTH & HUMAN SERVICES 983,310

CULTURE & RECREATION

610 LIBRARY	
Personal Services	1,089,504
Expenses	<u>345,528</u>
TOTAL	1,435,032

630 RECREATION	
Personal Services	221,067
Expenses	11,600
Offsets / Shared Costs	<u>(232,667)</u>
TOTAL	0

650 PARKS	
Personal Services	262,819
Expenses	42,100
Offset	<u>0</u>
TOTAL	304,919

660 LAND MANAGEMENT	
Personal Services	0
Expenses	<u>44,500</u>
TOTAL	44,500

670 HISTORICAL COMMISSION	
Personal Services	0
Expenses	<u>11,700</u>
TOTAL	11,700

TOTAL CULTURE & RECREATION 1,796,151

DEBT SERVICE

710 DEBT SERVICE	
Principal & Interest	<u>7,390,355</u>
TOTAL	7,390,355

TOTAL DEBT SERVICE 7,390,355

UNCLASSIFIED

940 OTHERWISE UNCLASSIFIED	
Expenses	<u>(825,427)</u>
TOTAL	(825,427)

945 EMPLOYEE BENEFITS & MISC	
Expenses	<u>15,557,668</u>
TOTAL	15,557,668

TOTAL UNCLASSIFIED 14,732,241

TOTAL GENERAL FUND 91,333,539

COMMUNITY PRESERVATION FUND

240 COMMUNITY PRESERVATION	
Personal Services	9,000
Expenses	6,000
Principal & Interest	<u>874,861</u>
TOTAL	889,861

WATER ENTERPRISE FUND

600 WATER ENTERPRISE	
Personal Services	1,101,454
Expenses	1,632,774
Reserve Fund	250,000
Capital	<u>956,386</u>
TOTAL	3,940,614

RECREATION ENTERPRISE FUND

630 RECREATION ENTERPRISE	
Personal Services	913,506
Expenses	<u>304,218</u>
TOTAL	1,217,724

AMBULANCE ENTERPRISE FUND

640 AMBULANCE ENTERPRISE	
Personal Services	658,782
Expenses	<u>394,659</u>
TOTAL	1,053,441

TOTAL OPERATING BUDGET 98,435,179

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The Gordon B. Seavey Award

This year's recipients of the Gordon B. Seavey Award are George and the late Phyllis Seddon. School Superintendent Bill Olsen, School Committee Chair Angela Harkness and Westford Academy Principal James Antonelli presented the Gordon B. Seavey award and a photograph of the Seddon's to George Seddon. Superintendent Olsen described the important role they have played in the lives of thousands of students and their families in the Westford Public Schools through the countless hours they devoted to the Westford sports community over the last two decades. Hundreds of students grew to love them through their support of the Westford Littleton Lions football and cheer organizations and Westford Academy softball and football programs. Although they did not have children of their own, they adopted hundreds of students of the Westford Public Schools and raised thousands of dollars to support athletic programs for these, their "grand children." Superintendent Olsen described them as "Two of the most giving people who have lived in this town; and have been the recipients of the love, the admiration, the respect of thousands of students and all of us for many years."

Phyllis Seddon, who sadly passed away earlier in 2013, was a US Navy Waves Veteran of WWII and served from 1944 to her honorable discharge in 1946, earning the rank of Hospital Apprentice, 1st Class. She served in that capacity in various locations and hospitals. A moment of silence was observed in her memory.

George Seddon obtained the rank of Technician 5th Grade while serving in the US Army from 1943-1945. George also served with the medical attachment in the European theater in the elite Tenth Mountain Division, 604th field Artillery Battalion. George earned the following awards and medals: the European-African-Middle Eastern Campaign Medal, the WWII Victory Medal, the Bronze Star; and the American Defense Service Medal.

* * *

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ARTICLE 12: Authorize Revolving Funds

It was voted unanimously that the Town authorize revolving funds for the Fiscal Year July 1, 2013 - June 30, 2014, under the provisions of Massachusetts General Laws Chapter 44, Section 53E ½ for the following:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Lease of Town Buildings: 65 & 73 Main St 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties	\$550,000	Available for expenditure next year
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies	\$20,000	Available for expenditure next year
Recreation Field Maintenance	Recreation Commission	Field user fees/ permits	Field maintenance, hiring of necessary personnel and consulting services	\$150,000	Available for expenditure next year
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment	\$75,000	Available for expenditure next year
Senior Center Programs	Council on Aging	Program fees	Costs associated for the operation of activities for Cameron to include supplies and contracted services	\$50,000	Available for expenditure next year
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	\$30,000	Available for expenditure next year
School Bus/ Transportation	School Department	User bus fees	Student transportation costs	\$589,292	Available for expenditure next year
East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities and donations received for the support of the East Boston Camps property	Costs associated for the operation and maintenance of the East Boston Camps property	\$50,000	Available for expenditure next year
Stormwater Revolving Fund	Planning Board	Peer review fees from applicants for storm water management permits	Third party consultant review of storm water management permit and/or construction inspection	\$20,000	Available for expenditure next year
Immunizations and Clinical Services	Board of Health	Fees received for immunizations and clinical	Cost of supplies and technical services for immunization and clinical programs	\$25,000	Available for expenditure next year

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ARTICLE 13: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance

It was voted unanimously that the Town appropriate any amount received by the Town under the provisions of Massachusetts General Laws Chapter 90 for the purposes of repair, construction, maintenance and preservation of the town roads and bridges and other related costs which qualify under the State Aid to Highways Guidelines adopted by the Massachusetts Highway Authority.

ARTICLE 14: Accept Massachusetts General Laws Chapter 59 Section 5, Clause 56 Related to Abatements for Members of the National Guard

It was voted unanimously that the Town accept Massachusetts General Laws Chapter 59, § 5 Cl 56: "Upon the acceptance of this section by a city or town, the Board of Assessors may grant, real and personal property tax abatement up to 100 per cent of the total tax assessed to members of the Massachusetts National Guard and to reservists on active duty in foreign countries for the fiscal year they performed such service subject to eligibility criteria to be established by the board of assessors. The authority to grant abatements under this section shall expire after 2 years of acceptance unless extended by a vote of the city or town."

ARTICLE 15: Accept Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as Amended by Chapter 126 of the Acts of 1988 Related to Property Tax Exemption Increase by 100% for the Blind, Elderly and Disabled Veterans

It was voted unanimously that the Town accept the provisions of Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, by providing for additional property tax exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or who are disabled veterans, and to continue the present percentage increase of 100%.

ARTICLE 16: Capital Appropriations for Fiscal Year 2014

First Vote: It was voted that the Town raise and appropriate the sum of \$756,900 (SEVEN HUNDRED FIFTY SIX THOUSAND NINE HUNDRED DOLLARS) to provide for the following capital requests:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Emergency Management	36,000	AM Radio Notification System
Fire Department	34,900	Firehouse Flooring (excluding Center Station)
Highway	70,000	2 pickup trucks
Highway	50,000	1-ton truck
Engineering	25,000	Design for repairs to the Beaver Brook Road bridge and any other related costs
Schools	20,000	WA Network Infrastructure
Technology	325,000	Computer Replacement
Technology	35,000	Fusion Software for Fire/Ambulance
Technology	11,000	GIS Flyover
Town Manager	150,000	Town-wide/School-wide Facility Study

Second Motion: It was voted unanimously that the Town appropriate the sum of \$600,000 (SIX HUNDRED THOUSAND DOLLARS) for the capital projects listed below, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

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<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Engineering	300,000	Masterplan for Town's drainage system
Engineering	175,000	Design of intersection improvements at Groton Road and Oak Hill Road
Engineering	125,000	Design of intersection improvements at Groton Road and Dunstable Road

And further;

That the Town appropriate the sum of \$550,000 (FIVE HUNDRED FIFTY THOUSAND DOLLARS) for the purchase of bleachers to be located at Westford Academy, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7(25), or any other enabling authority, and to issue bonds or notes of the Town therefor;

And further:

That the Town appropriate the sum of \$739,792 (SEVEN HUNDRED THIRTY NINE THOUSAND SEVEN HUNDRED NINETY TWO DOLLARS) for the capital project listed below, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7(9), or any other enabling authority, and to issue bonds or notes of the Town therefor:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Fire Department	544,000	Fire rescue truck and any other related costs
Highway Department	195,792	Ten-wheel dump truck with plow, sander, and any other related costs

And further;

That the Town appropriate the sum of \$180,000 (ONE HUNDRED EIGHTY THOUSAND DOLLARS) for the purchase and installation of one boiler for the Abbot School and one boiler for the Robinson School including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7(3A), or any other enabling authority, and to issue bonds or notes of the Town therefor;

And further;

That the Town raise and appropriate the sum of \$105,000 (ONE HUNDRED FIVE THOUSAND DOLLARS) and transfer said amount to the capital stabilization fund.

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ARTICLE 17: Authorize Lease Agreement for Radio Telecommunications Facility to be Located at the Highway Department at 28 North Street

It was voted by a two-thirds declared majority that the Town transfer the care, custody, management and control of certain property being the Westford Highway Facility at 28 North Street, identified as Assessor's Parcel 030-0030-0000, described in a deed recorded with the Middlesex North Registry of Deeds in Book 11232, Page 204, from the Board of Selectmen for purposes of a highway facility to the Board of Selectmen for purposes of a highway facility and for purposes of leasing and granting an easement and to authorize the Board of Selectmen to enter into a lease with a telecommunications service provider to construct, install, operate and maintain a Radio Telecommunications Facility (RTF) on said property, and for access to and from said property and to construct, install, operate and maintain utilities necessary for the operation of the RTF, said lease to be for a term up to 20 years, and on such terms and conditions as the Board of Selectmen deems to be in the best interests of the Town; and further to authorize the Board of Selectmen to convey to a telecommunications service provider, and its successors and assigns, on such terms and conditions as the Board of Selectmen may determine, a non-exclusive easement over a portion of the property for the purposes of constructing, installing, maintaining and operating the RTF, including electric and telephone utilities necessary for the operation of the RTF on the property, and access thereto for said purposes.

ARTICLE 18: Authorize Board of Selectmen to Accept Easements

It was voted that the Town authorize the Board of Selectmen, during Fiscal Year 2014, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town's best interests.

ARTICLE 19: Amend Section 6 to Add New Section 6.6 Temporary Moratorium on Medical Marijuana Treatment Centers

It was voted by a two-thirds declared majority that the Town amend the Town's Zoning Bylaw by adding a new Section 6.6, **Temporary Moratorium on Medical Marijuana Treatment Centers**, and to amend the Table of Contents to add Section 6.6, "Temporary Moratorium on Medical Marijuana Treatment Centers" and to add a definition in Section 10.2.

6.6. TEMPORARY MORATORIUM ON MEDICAL MARIJUANA TREATMENT CENTERS

6.6.1 Purpose

1. By vote at the State election on November 6, 2012, the voters of the Commonwealth approved a law regulating the cultivation, distribution, possession and use of marijuana for medical purposes. The law provides that it is effective on January 1, 2013 and the State Department of Public Health is required to issue regulations regarding implementation within 120 days of the law's effective date.
2. Currently under the Zoning Bylaw, a Medical Marijuana Treatment Center is not a permitted use in the Town and any regulations promulgated by the State Department of Public Health are expected to provide guidance to the Town in regulating medical marijuana, including Medical Marijuana Treatment Centers. The regulation of medical marijuana raises novel and complex legal, planning, and public health and safety issues and the Town needs time to study and consider the regulation of Medical Marijuana Treatment Centers and better understand and address the complex issues mentioned herein. Furthermore, the Town needs to understand the potential impact of the State regulations on local zoning and to undertake a planning process to consider amending the Zoning Bylaw regarding regulation of medical marijuana treatment centers and other uses related to the regulation of medical marijuana.

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3. The Town intends to adopt a temporary moratorium on the use of land and structures in the Town for Medical Marijuana Treatment Centers so as to allow the Town sufficient time to engage in a planning process to address the effects of such structures and uses in the Town, to study the complex issues noted herein, and to enact bylaws in a manner consistent with sound land use planning goals and objectives.

6.6.2 Temporary Moratorium

1. For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for a Medical Marijuana Treatment Center. The moratorium shall be in effect through June 30, 2014.
2. During the moratorium period, the Town shall undertake a planning process to address the potential effects of medical marijuana facilities in the Town, consider the Department of Public Health regulations Regarding Medical Marijuana Treatment Facilities and related uses, and shall consider adopting new Zoning Bylaws to address the effect and operation of Medical Marijuana Treatment Centers and related uses.

And further;

Add the following definition in alphabetical order to this section:

Section 10.2 GENERAL DEFINITIONS

Medical Marijuana Treatment Center: A not-for-profit entity, as defined by Massachusetts law only, registered by the Department of Public Health, that acquires, cultivates, possesses, processes (including development of related products such as food, tinctures, aerosols, oils or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to qualifying patients or their personal caregivers.

ARTICLE 20: Amend Section 5.3 to Replace the Sign Bylaw in its Entirety

It was voted unanimously that the Town dismiss Article 20.

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ARTICLE 21: Amend Section 9.3 Special Permits to Allow for Applicant to Contribute Funds in Lieu of Sidewalk Construction

It was voted by a two-thirds declared majority that the Town amend Section 9.3 of the Westford Zoning Bylaw to add a subsection providing for off-site sidewalk construction and providing for funds in lieu of construction to be accepted by the Planning Board. The sub-section relates only to projects that are being considered by the Planning Board under a Special Permit. The proposed language is shown below in underline.

9.3 SPECIAL PERMITS

9.3.1 Special Permit Granting Authority. Unless specifically designated otherwise, the Board of Appeals shall act as the special permit granting authority.

9.3.2 Criteria. Special permits shall be granted by the special permit granting authority, unless otherwise specified herein, only upon its written determination that the proposed use or structure(s) shall not cause substantial detriment to the neighborhood or the town, taking into account the characteristics of the site and of the proposal in relation to that site. In addition to any specific factors that may be set forth elsewhere in this Bylaw, such determination shall include consideration of each of the following:

1. Social, economic, or community needs which are served by the proposal;
2. Traffic flow and safety, including parking and loading;
3. Adequacy of utilities and other public services;
4. Neighborhood character and social structures;
5. Impacts on the natural environment; and
6. Potential fiscal impact, including impact on town services, tax base, property values, and employment.

9.3.3 Procedures. Applications shall be filed in accordance with the rules and regulations of the special permit granting authority. An application shall not be deemed complete until all copies of required information and documentation have been filed with the special permit granting authority.

9.3.4 Plans. An applicant for a special permit shall submit a plan in substantial conformance with the requirements of Section 9.4, herein.

9.3.5 Conditions.

1. Special permits may be granted with such reasonable conditions, safeguards, or limitations on time or use, including performance guarantees, as the special permit granting authority may deem necessary to serve the purposes of this Bylaw.
2. For special permits in which a requirement to construct on-site sidewalks is waived by the special permit granting authority, the special permit granting authority may, as a condition of approval,

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- a. require the applicant to construct an off-site sidewalk of at least equal value to the sidewalk that was waived in a location within proximity to the subject project; or
- b. require the applicant to contribute funds into a public sidewalk account established by the Town of Westford for the dedicated purpose of designing, acquiring easement(s) and/or constructing sidewalks, pathways, walkways, bicycle paths, and/or other pedestrian access and safety measures.
3. Where the Town accepts contribution of funds in lieu of sidewalk construction, the amount of such funds shall be at least equal to the cost of the sidewalk(s) that would have been required in the absence of a waiver, with such amount determined and agreed upon by the special permit granting authority within the public hearing process.

9.3.6 Lapse. Special permits shall lapse if a substantial use thereof or construction thereunder has not begun, except for good cause, within 24 months following the filing of the special permit approval (plus such time required to pursue or await the determination of an appeal referred to in G.L. c. 40A, s. 17, from the grant thereof) with the Town Clerk.

9.3.7 Regulations. The special permit granting authority may adopt rules and regulations for the administration of this section.

9.3.8 Fees. The special permit granting authority may adopt reasonable administrative fees and technical review fees for applications for special permits.

ARTICLE 22: Amend Section 8.2 Flood Plain Overlay District to Update Reference and to Add Criteria for New Subdivisions

It was voted unanimously that the Town amend the Town's Zoning Bylaw by updating references and new criteria for subdivisions in the Floodplain Overlay District Section 8.2 (added words are shown in **bold and underlined**, deleted words are shown in ~~strike through~~).

8.2 FLOODPLAIN OVERLAY DISTRICT (FOD) [Amended 3-27-2010 ATM, Art. 26]

8.2.1 Purpose. The Floodplain Overlay District (FOD) is established as an overlay district to all other districts:

1. to protect public health, safety and general welfare;
2. to protect human life and property from hazards of periodic flooding;
3. to preserve natural flood control characteristics and the flood storage capacity of the floodplain; and
4. to preserve and maintain the groundwater table and water recharge areas within the floodplain.

¹ The Attorney General's Office disallowed the words that have strike through. See letter of May 2, 2013.

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All development in the district, including structural and non-structural activities, whether shall comply with Massachusetts General Laws and with the following:

- Sections of the Massachusetts State Building Code applicable to construction in the floodplain; ~~Section of the Massachusetts State Building Code which addresses floodplain and coastal high hazard areas (currently 780 CMR 120.G, "Flood Resistant Construction and Construction in Coastal Dunes");~~
- Wetlands Protection Regulations, Department of Environmental Protection (DEP) (currently 310 CMR 10.00);
- Inland Wetlands Restriction, DEP (currently 310 CMR 13.00);
- Minimum Requirements for the Subsurface Disposal of Sanitary Sewage, DEP (currently 310 CMR 15, Title 5);
- Any variances from the provisions and requirements of the above referenced state regulations may only be granted in accordance with the required variance procedures of these state regulations.

8.2.2 District Boundaries. The FOD includes all special flood hazard areas within the Town of Westford designated as Zone A and AE on the Middlesex County Flood Insurance Rate Map (FIRM) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Westford are panel numbers 25017C0113E, 25017C0114E, 25017C0118E, 25017C0226E, 25017C0227E, 25017C0228E, 25017C0229E, 25017C0231E, 25017C0232E, 25017C0233E, 25017C0234E, 25017C0236E, 25017C0237E, 25017C0241E, 25017C0242E and 25017C0243E ~~anticipated to be~~ dated June 4, 2010. The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the floodway data tables in Middlesex County Flood Insurance Study (FIS) report ~~anticipated to be~~ dated June 4, 2010. The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk, Planning Board and Building Commissioner.

8.2.3 Overlay District. The FOD shall be considered as overlaying all classes of districts listed in Section 2.1. All development, including structural and nonstructural activities, whether permitted by right or by special permit, must be in compliance with the Massachusetts State Building Code pertaining to construction in the floodplain, G.L. c. 131, s. 40, and other pertinent regulations.

8.2.4 Uses Permitted by Right. The following uses are permitted by right since they create a minimal risk of damage due to flooding and will not constitute obstructions to flood flow, provided that they are permitted in the underlying district and that they do not require structures, fill or storage of materials or equipment:

1. Agricultural uses such as farming, grazing, truck farming, and horticulture.
2. Forestry and nursery uses.
3. Outdoor recreational uses, including fishing, boating and play areas.
4. Conservation of water, plants and wildlife.
5. Wildlife management areas; foot, bicycle and horse paths.
6. Temporary nonresidential structures used in connection with fishing, growing, harvesting, storage, or sale of crops raised on the premises.
7. Buildings lawfully existing prior to the adoption of these provisions May 7, 1983.

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8.2.5 Uses Permitted by Special Permit.

1. No structure or building shall be erected, constructed, substantially improved, or otherwise created or moved, and no earth or other materials dumped, filled, excavated, or transferred, unless a special permit is granted by the Planning Board.
2. **All subdivision proposals must be designed to assure that:**
 - a. such proposals minimize flood damage;**
 - b. all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and**
 - c. adequate drainage is provided to reduce exposure to flood hazards.**

8.2.6 Special Permit Procedures.

1. Upon receipt of an application for a special permit, the Board shall transmit one (1) copy of the development plan to the Conservation Commission, the Board of Health and the Building Commissioner. Final action shall not be taken until reports have been received from the above Boards or until thirty-five (35) days shall have elapsed following referral without receipt of such reports.
2. The Planning Board may issue a special permit if the application complies with the following provisions:
 - a. The proposed use complies in all respects with the provisions of the underlying district and all provisions in the Massachusetts State Building Code pertaining to construction in the Floodplain.
 - b. The proposed new construction, substantial improvement and other development or encroachment within the Floodway as designated on the maps shall be accompanied by a certification by a registered professional engineer or architect demonstrating that such activity shall not result in any increase in flood levels during the occurrence of the one hundred (100) year flood.
3. Floodway Data. In Zones A, A1-30, and AE, along watercourses that have not had a regulatory floodway designated, the best available Federal, State, local, or other floodway data shall be used to prohibit encroachments in floodways which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.
4. Base Flood Elevation Data. Base flood elevation data is required for subdivision proposals or other developments greater than 5 acres, within A zones.

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8.2.7 Notification of Watercourse Alteration.

In a riverine situation, Westford shall notify the following of any alteration or relocation of a watercourse:

1. Adjacent Communities
2. NFIP State Coordinator
Massachusetts Department of Conservation and Recreation
251 Causeway Street, Suite 600-700
Boston, MA 02114-2104
3. NFIP Program Specialist
Federal Emergency Management Agency, Region I
99 High Street, 6th Floor
Boston, MA 02110

ARTICLE 23: Amend Section 3.1.2 Appendix A, "Table of Principal Use Regulations" to Allow for Drive-through Restaurants and Add New Section 3.1.4 Which Regulates All Drive-through Uses, and to Add a Definition in Section 10.2

The following motion was made and seconded but failed for lack of majority with 71 in favor and 156 opposed.

That the Town amend Section 3.1.2, Appendix A, "Table of Principal Use Regulations" Subsection D.(C).5. Restaurant, drive-through" from an N (not permitted) to SPB (Special Permit by the Planning Board) and adding a reference in the table, adding a new Section 3.1.4, which regulates drive-through uses, and adding a definition in Section 10.2, Definitions. Only subsections that have proposed changes are included below. Subsections not listed below do not have changes proposed.

*Excerpt of Appendix A: Table of Principal Use Regulations, Westford Zoning Bylaw: June 29, 2012
See Definitions Y = permitted, N = not permitted*

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	RA	RB	B	BL	CH	III	IA	IB	IC	ID
D. Commercial Uses										
D. (A) Retail Uses										
1. Retail sales to the general public	N	N	Y	N	Y	N	Y	Y	N	N
2. Retail sales to industrial or commercial buyers	N	N	N	N	SPB	Y	N	N	N	N
3. Retail sales of dairy products	N	N	Y	N	Y	N	Y	N	N	N
4. Retail sales or leasing of motor vehicles	N	N	N	N	Y	Y	N	N	N	N
5. Major retail project	N	N	SPB	SPB	SPB	SPB	SPB	N	N	N
D. (B) Motor Vehicle Services										
1. Motor vehicle services	N	N	SPA	N	SPA	SPA	SPA	SPA	N	N
2. Motor vehicle repair establishments	N	N	SPA	N	SPA	SPA	SPA	SPA	N	N
D. (C) Other Commercial Uses										
1. Nursing or convalescent home	SPA	SPA	SPA	N	N	N	SPA	SPA	N	N
2. Funeral home	N	N	Y	N	Y	N	Y	Y	N	N
3. Hotel	N	N	Y	N	SPB	N	Y	Y	N	N
4. Restaurant	N	N	Y	Y	Y	N	Y	Y	N	N
5. Restaurant, drive-through windows in. See section 3.1.4	N	N	N	N	N SPB	N	N	N	N	N
6. Business or professional office	N	N	Y	Y	Y	Y	Y	Y	Y	Y
7. Printing establishment; newspaper	N	N	Y	N	N	N	Y	Y	Y	Y
8. Nonexempt educational use	N	N	N	N	Y	N	N	N	N	N
9. Nonprofit membership club	Y	Y	Y	N	Y	N	Y	Y	N	N

SPB = special permit by Planning Board SPA = special permit by Zoning board of Appeals

And further

Amend Section 3.1.2. Appendix A. “Table of Principal Use Regulations” Subsection F.2. as follows:

	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
F. Other Uses										
1. Research conducted by a nonprofit educational institution	SPA	SPA	SPA	SPA	N	N	SPA	SPA	SPA	SPA
2. Drive-up or drive-through window facilities, except restaurants. See section 3.1.4	N	N	SPB	SPB	SPB	SPB	SPB	SPB	SPB	SPB
3. Accessways to other districts	Y	Y	Y	Y	Y	Y	Y	N	N	N
4. RTF, including Antennas, equipment and Structures (see Section 6.2 for exemptions)	SPA	SPA	SPA	SPA	SPA	SPA	SPA	SPA	SPA	SPA

See Definitions Y = permitted, N = not permitted SPB = special permit by Planning Board
SPA = special permit by Zoning board of Appeals

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Continued

And further;

3.1.4 Drive-through Windows

1. *Procedure. Upon a concurrent application for Site Plan Review, under Section 9.4 of this bylaw, and in accordance with this section and Section 9.3, the Planning Board is the Special Permit Granting Authority (SPGA) for drive-through windows. There are two types of drive-through windows allowable in Appendix A, Table of Principal Uses: 1) drive-through windows for restaurants and 2) other drive through windows.*
 - a. *Application. In addition to the application materials required for site plan approval, the applicant shall submit the following:*
 - i. *Materials required in the Town's "Guidelines for Preparation of a Transportation Impact Assessment," regardless of the number of hourly trips. The required Scoping Letter shall include predictions of peak and off peak traffic generation and patterns associated for the drive-through window and for the primary use without the drive-through window. If the subject use is an existing or previously approved use, the applicant will also submit the traffic study submitted at the time of such initial approval (if applicable).*
 - ii. *In accordance with the "Guidelines for Preparation of a Transportation Impact Assessment," the applicant shall show on the site plans how the proposed traffic flow, parking layout, stacking areas, lighting, rubbish control, signage, dispensing areas, and other equipment, landscaping features and driveways associated with the drive-up window will be safe..*
 - iii. *A narrative description of the drive-through window operation, including hours of operation and anticipated vehicle traffic peak hour trips and queuing lines based on the traffic study.*
2. *Development standards for all drive-through windows.*
 - a. *The drive-through window facility must be subordinate to the principal use.*
 - b. *Driveway connection to the public way shall be safe, which may mean that pre-existing conditions shall be required as a condition of permit to be improved by the addition of the drive-through window.*

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

- c. *In the case where a project has an access driveway on a state highway, the applicant shall demonstrate that the proposal satisfies any and all requirements of the Massachusetts Department of Transportation (MassDOT) , or that the subject site can be improved or reprogrammed to properly service additional traffic generated by the drive-through window.*
 - d. *In the case where a project has an access driveway on a Town road, the primary access or egress driveway intersection with the adjacent roadway shall be required as a condition of permit to be improved or reprogrammed to properly service traffic generated by the drive-through window as determined by the TIAS and Town Engineer and Highway Superintendent recommendations.*
 - e. *Drive-through windows shall not operate outside of the following hours of operation: 7:00 a.m. to 10:00 p.m.*
 - f. *Drive-through windows shall provide adequate circulation that accommodates vehicular and pedestrian traffic as well as providing for adequate space for parking lot circulation, entrance and exiting of the subject lot.*
 - g. *Where the drive-through window site abuts a residential zoning district additional noise and visual abatement shall be required. The Planning Board may waive this requirement if the applicant provides documentation that there is no detrimental effect to the residential district.*
 - h. *Vehicular Queuing*
 - i. *Queuing areas shall not be located between the structure with the principal use and the primary street frontage. If there is more than one street frontage, the Board shall determine which street frontage is primary.*
 - ii. *Minimum drive through queue on the subject site shall provide for 6 cars with space designed on the plan for an additional 6 queue spaces on the subject site. The Board shall have the right to require adjustments to queue length which shall be stipulated in any permit by the Board.*
 - iii. *Queue lines shall be designed to minimize conflicts between pedestrians and vehicles and between queuing cars and other parking lot vehicular circulation. Queues should be separate from vehicular and pedestrian travel lanes.*
3. *Development Standards for Restaurant drive-through windows. The Planning Board shall require that each restaurant incorporating a drive-through window contain the following features and conditions:*

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

- a. *There shall be a minimum separation of 1000 linear feet between driveways serving restaurant drive through windows. The Planning Board may waive this requirement if applicant provides documentation acceptable to the Board that there will not be a decrease in the level of service on the adjacent roadway.*
 - b. *Provision for refuse collection and refuse control shall be incorporated within the application and shall be incorporated as conditions within the special permit decision. Such provisions shall ensure the permit granting authority that no refuse shall litter the subject site and surrounding properties. Such measures such as, but not limited to the following:*
 - i. *Refuse collection devices within the premises;*
 - ii. *Refuse collection devices accessible from an automobile near the exit to the premises; and*
 - iii. *Operational measures for frequent refuse collection.*
4. *Consultant Review Fee. The applicant shall be responsible for the cost of consulting services that the Board may incur for review of the applicant's project as established under Massachusetts General Law Chapter 44, Section 53G. Said cost shall be billed to the applicant and paid within thirty (30) days. The applicant shall deposit the necessary fees into an Agency Escrow Municipal Developer Account established specifically for the project. If, at any time, additional funds for review are required, the applicant shall deposit the necessary additional funds into the established account. Review of the application will not continue until such a deposit is made. Any funds remaining and interest accrued will be returned to the developer upon written request after the issuance of a decision by the Planning Board or upon Applicants withdrawal of the Application.*
5. *The Planning Board may approve such special permits upon:*
 - a. *Compliance with the above stated requirements and conditions;*
 - b. *Incorporation with the Special Permit of such other conditions as the Planning Board deems necessary to properly regulate traffic, refuse, lighting, pedestrian safety, and other conditions deemed necessary; and*
 - c. *Conformance with the Special Permit criteria in 9.3. 2 and Site Plan criteria in 9.4.7.*

AND

Replace the existing definition with the following definition in alphabetical order to this section.

ANNUAL TOWN MEETING MINUTES—MARCH 23, 2013

Continued

Section 10.2 GENERAL DEFINITIONS [Amended 5-5-07 ARM, Art. 22]

~~**Drive-up or drive through facilities.** A window or service area allowing customers to receive goods or services without leaving the motor vehicle, but not a drive-in restaurant.~~

Drive-through window. Any window opening, chute or other mechanism and related canopy or other structure and vehicle circulation area designed to provide services such as banking or pharmacy, or service of food and beverages to occupants of vehicles.

ARTICLE 24: Accept Misty Lane and Rolling Meadow Lane as Public Ways

It was voted unanimously that the Town accept the layout of MISTY LANE as Town public way pursuant to Massachusetts General Laws Chapter 82 and to authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise such interests in the land underlying the ways for all purposes for which public ways may be used in the Town.

And further;

That the Town accept the layout of ROLLING MEADOW LANE as Town public way pursuant to Massachusetts General Laws Chapter 82 and to authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise such interests in the land underlying the ways for all purposes for which public ways may be used in the Town.

ARTICLE 25: Acquire Acton Road Parcel

It was voted that the Town authorize the Board of Selectmen to acquire, on such terms and conditions as the Board shall deem appropriate, by gift, or by deed in lieu of foreclosure, pursuant to Massachusetts General Laws Chapter 60 Section 77C, for general municipal purposes specifically prohibiting parking, a parcel of land, with restrictions encumbering the same, shown as “N/F Crest Haven Development Corporation” on a plan entitled “Property Plan of Crest Haven Development Corporation 62 Acton Road Westford, Massachusetts Surveyed for Town of Westford,” dated February 4, 2013.

The original motion was amended by counted vote with 120 in favor and 117 opposed, to add the words “specifically prohibit parking” after the words “for general municipal purposes.”

Two amendments were offered but then withdrawn in favor of the amendment that was approved. The first amendment asked the Selectmen and Planning Board to abandon any plan to use the space for parking. The second amendment would have added the words “general municipal purposes specifically prohibiting parking.”

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Continued

ARTICLE 26: Transfer Custody of Parcels from the Tax Possession Sale Committee to the Conservation Commission

It was voted by a two-thirds declared majority that the Town transfer the care, custody, control and management of the following parcels of land from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Conservation Commission to be held for conservation purposes:

- Assessors' Map 30, Parcels 14 and 15, located west of the new Highway Facility
- Assessors' Map 38, Parcels 20 and 21, located along Stony Brook, east of Brookside Road
- Assessors' Map 44, Parcel 47, located at the corner of Tenney Road and Long Sought for Pond Road
- Assessors' Map 66, Parcel 18, located off Stony Brook Road

A motion was made and seconded to add the following text to the end of the motion. The motion failed for a lack of majority.

"Upon accepting the transfers of the land noted as Parcel 18, located off of Stony Brook Road, the Conservation Commission, who will take full care, custody, control and management of Parcel 18, further agrees not to create and agrees not to allow parking at either or both of the two easements of Parcel 18."

ARTICLE 27: Authorize the Transfer of a Portion of the Jack Walsh Fields Parcel Located on Carlisle Road in Exchange for Two Parcels Located on Farmer Way

It was voted unanimously that the Town dismiss Article 27.

ARTICLE 28: Adopt New Chapter 170: Westford Woods

The following amended (changes from the original petitioners motion are shown in underlines and ~~strike-throughs~~) motion was made and seconded to adopt a bylaw to rename the parcel of land known as East Boston Camps. The amended motion failed for lack of a majority with 86 in favor and 101 opposed.

Motion: That the Town adopt a new General Bylaw Chapter 170 to rename the town owned parcels of land now known as Stepinski and East Boston Camps with new names reflecting the Town of Westford ownership of this property as shown below.

Chapter 170: Westford Woods

§ 170.1. Purpose.

The purpose of this bylaw is to rename town owned parcels of land currently known as ~~the Stepinski parcel~~ and Westford's East Boston Camps to "Westford Woods." The camps on this parcel will retain their current name of "East Boston Camps." The current "East Boston Camps" sign at the Depot Street parcel entrance will be modified to read "Westford's East Boston Camps. Town of Westford conservation Land" ~~relocated to the actual site of the camps in the Westford Woods. Any other signs referring to East Boston Camps will be situated within the campsite area. A "Westford Woods" sign with the wording "Town of Westford Conservation and Recreation Land" underneath the new name will be erected at the Depot Street parcel entrance. This does not preclude the naming of Water Department assets or recreation fields situated on the land.~~

ANNUAL TOWN MEETING MINUTES – MARCH 23, 2013

Concluded

§ 170.2. Definitions

- A. “East Boston Camps” includes the parcels of land and camps approved for purchase by the February 7, 2005 Special Town Meeting Article 1. The land is described as Assessors' Map 31-37, 35-32-4 and a 6.141 square foot lot shown on MNRD (Middlesex North Registry of Deeds) Plan Book 97, Plan 91B and a 25,858 square foot lot and a 48,582 square foot lot both shown on MNRD Plan Book 99, Plan 62A (all to be referred to as Parcel A) and Assessors' Map 36-8 (to be referred to as Parcel B), consisting of approximately 289 acres.
- ~~B. The “Stepinski” parcel includes the parcel of land approved for purchase by the Town of Westford at the October 20, 2008 Special Town Meeting. The land is described as Assessors' Map 31 Parcel 35, 31-35-101 and 31-35-102 consisting of 110.8 acres.~~
- ~~C. “Westford Woods” is the new name of the combined East Boston Camps and Stepinski parcels.~~

§ 170.3. Naming of Recreational Fields and Water Department Assets

This bylaw does not change the naming rights of the Committees or Boards having “care and custody” of the ~~various recreational fields and Water Department assets~~ located on this land.

It was voted to change the “Westford Woods” to “Westford Preserves.” Later that was amended by counted vote with 115 in favor and 74 opposed, to change the name to “Westford’s East Boston Camps” and make other changes to the original motion as indicated with underlines and ~~strike throughs~~.

A motion was made and seconded to replace each instance of “Westford Preserve” to “Westford Whatever.” The motion failed for lack of majority.

A motion was made and seconded to add the words “The erection and replacement of signs at East Boston Camps shall be subject to the approval of the Westford Land Preservation Foundation, the holder of the conservation restriction on the East Boston Camps property” before the words “This does not preclude the naming of Water Department assets or recreation fields situation on the land.” The motion failed for a lack of majority.

Resolution

It was resolved that the Board of Selectmen be requested to form a naming committee for the Stepinski parcel and East Boston Camps, with a recommendation to be brought to Fall 2013 Special Town Meeting.

With no further business to conduct the 284th Annual Town Meeting adjourned at 5:47pm.

A True Record: Attest
Kaari Mai Tari
Town Clerk

SPECIAL STATE ELECTION — JUNE 25, 2013

OFFICIAL Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
<i>Senator in Congress (Vote for One)</i>							
Blanks	1	1	0	1	1	0	4
Gabriel E. GOMEZ	501	472	484	433	437	362	2,689
Edward J. MARKEY	346	338	366	401	380	264	2,095
Richard A. HEOS	3	2	1	2	0	1	9
Misc. Write Ins	1	0	2	6	3	2	14
TOTALS	852	813	853	843	821	629	4,811
Total Registered Voters	2,757	2,693	2,714	2,625	2,606	2,455	15,850
Precinct Totals	852	813	853	843	821	629	4,811
Total Voter Turnout	30.90%	30.19%	31.43%	32.11%	31.50%	25.62%	30.35%

Blank

BOARD OF SELECTMEN

Kelly Ross
Chair

James Sullivan
Vice Chair

Andrea Peraner-Sweet
Clerk

Valerie Wormell
Scott Hazelton

The end of a year and a time to explain
what's happened in Town and at 55 Main
I thought that this time that for better or worse
I'd recap the year with a rhyme and in verse

This year we worked on a problem most galling
A building that stands on North Main Street is falling
A structure abandoned, a state of duress
and left for the Town to deal with the mess

October brought Sandy, a hundred-year storm
Our fourth in five years so I guess it's the norm
The Town kept on running, our outstanding staff
came through when most needed, all on our behalf

December brought grief to the Sandy Hook School
and a notion in Westford to alter a rule
An outcry arose against Bob's proposed ban
but with building security we'll do what we can

We never stop seeking a new source of cash
so we set our sights on disposal of trash
Though some find the new rule to be a bit stifling
a substantial sum is saved by recycling

In March the budget was presented by Jodi
Tough times are ahead, we must act now, and so de-
cisions were made by Town staff and Town boards
to limit our costs to what we can afford

In Boston in April they suffered and bled
An act of pure terror, and four are now dead
Policemen from Westford helped track down the bomber
They performed their duty with valor and honor
And when the time came for Sean Collier to rest
our pipes and our drums played most proudly their best

We welcomed in May a new member named Scott
and we are quite sure he will help us a lot
Departing is Bob with his passion and wit,
his drive and his smarts, his refusal to quit

On Memorial Day we mourned those who have died
Our hearts filled with sadness but also with pride
They sacrificed all, and we now remain
to prove to the world they did not die in vain

BOARD OF SELECTMEN—CONTINUED

Rest in Peace, Mitchell Daehling. We will not forget you.

In June came the return of the Farmer's Market
and traffic and crowds, "My car -- where to park it?"
We wrapped up the year with a planning retreat
We talked about Westford, enjoyed something sweet

Last year has gone by and another's begun
with so much accomplished but much left undone
Perchlorate and asphalt, the O'Brien Farm
Parcels near rail trails that cause great alarm
Contracts and bleachers and what's in a name?
The list is near endless of problems to tame
But Westford is strong and our future is bright
if we all work together to do what is right

Thank you to all our volunteers, residents, and
Town staff for making Westford such a great place to live.

TOWN MANAGER

Jodi Ross

Town Manager

John Mangiaratti

Assistant Town Manager



Fiscal Year 2013 ended with significant increases in local revenues and new growth. The town departments increased their operating budgets by 2.24%, with the schools receiving an increase of 2.85%. Because most of our town and school unions, along with our non-union personnel, agreed to accept no Cost of Living increases for two years, we managed to finish the fiscal year in good financial standing. Thank you to all town employees who agreed to these concessions. We allocated \$1,851,116 from Free Cash to balance our FY13 budget at our October 2012 town meeting.

The revenues we received from motor vehicle excise, hotel and restaurant local options, and building permits all exceeded our projections. We received \$1,210,815 in new growth primarily due to the expansion of Red Hat and the new Cornerstone development, along with Graniteville Woods and Tadmuck Meadows. Our local options totaled \$960,718. We also received several one-time revenue enhancements. We received over \$290,000 in new grants, we collected \$165,096 from FEMA/MEMA for reimbursements for storm expenses, and we sold permitting software we developed for \$90,000. These funds, along with the implementation of several cost-savings measures, resulted in our closeouts exceeding expectations, thus leaving us total cash reserves of \$7,576,587.21, which represents reserves of 8.5% of our total operating budget.

Cost avoidance/expense reductions which occurred in Fiscal Year 2013 included:

- 11 of 12 union contracts settled in FY12 and FY13 with 0% cost-of-living adjustment: delayed 1 step - \$680,000 savings
- Entered a contract with Nexamp to provide solar net metering credits to our future electricity bills - \$400,000 savings when projects are completed (FY15)
- Health insurance plan design changes - estimated \$237,505 in cost avoidance
- Restructured natural gas supply contract - \$237,000 savings
- New recycling policies to reduce solid waste costs – estimated savings \$98,000
- Switched general insurance carriers - \$40,000 reduction in premium
- Received grants to install diesel exhaust systems in fire stations, to study town center parking, to assist with establishing a storm water utility, to conduct roof inspections, to establish regional pet shelters for emergency evacuations, to purchase food for seniors, to purchase safety stools
- Restructured IT contracts - \$12,000
- Negotiated facility maintenance contracts - \$7,000

Our Capital Planning Committee created a five-year capital plan, with an estimated \$42,600,000 worth of projects on the books. At the March 2013 Annual Town Meeting, we appropriated \$756,900 for pay-as-you-go capital items, bonded \$2,069,792 for other capital projects, and appropriated \$80,000 from Ambulance Enterprise Retained Earnings and \$670,000 from Water Enterprise Retained earnings for capital projects in those departments. We also appropriated \$105,000 into Capital Stabilization which resulted in a July 1, 2013 balance of \$265,227.61.

TOWN MANAGER—CONTINUED

Other highlights from Fiscal Year 2013 included:

- School Resource Officers added to Westford Academy and Nashoba Valley High School
- Turf fields at Nutting Road were completed
- Received American Planning Association 2012 Comprehensive Planning Award
- Received MMA 2012 Best Website Award for a MA town with a population of 15,000 - 50,000
- Police Department received Southern New England Gold Award for 2012
- Police Officer Scott Hyder received 2012 Traffic Safety Hero Award
- Economic Development Committee completed Westford Permitting Guide
- IT Director developed Written Information Security Policy (WISP)
- Awarded \$36,872 in MIIA Rewards Credits for completing risk management and professional development activities that reduced our general insurance premiums
- Completed an update to the needs assessment report related to the Waste Water Treatment Plants and developed a Memorandum of Agreement for operations and maintenance of the plants between the Selectmen, School Committee, and Water Commissioners
- Completed Historic Buildings Condition Assessment for the three buildings leased to the Roudenbush Community Center to provide recommendations for capital improvements
- Repaired the slate roof on the Roudenbush Community Center and completed the design work for the replacement of the slate roof at the Frost School
- Completed roof management study and started annual roof maintenance inspection program
- Installed diesel exhaust extraction system in all three fire stations
- Started the process of indexing and categorizing Board of Selectmen records going back to the 1950's and all past Town Manager records for more efficient use of the archives and vault

Annually the Board of Selectmen develops goals with the Town Manager. Our goals for 2013 included the following:

- Develop a three-year town-wide budget projection
- Work with the Attorney General to demand better response from National Grid
- Establish a facility maintenance ten-year capital maintenance plan
- Work with the Department of Environmental Protection to control our perchlorate clean up expense
- Monitor and control health insurance costs
- Improve traffic-calming measures and support pedestrian safety
- Work with Economic Development Committee to create a plan to attract and retain desirable businesses
- Work with PanAm to minimize impacts of trains
- Secure 12 North Main Street property to protect our public water supply
- Implement policies of the Unaccepted Roads Committee
- Improve security in our schools and town buildings

TOWN MANAGER—CONTINUED

Construction on the new Cornerstone Square project at Route 110 and Boston Road was completed in the fall and included new retail such as Market Basket, Panera Bread, Burton's Grill, Evviva Cucina, HomeGoods, Marshalls, Kiwi Frozen Yogurt, Vintner's Reserve, Verizon, and many others. The design of the major reconstruction of Minot's Corner intersection continued.

The Board of Selectmen, with the assistance of the Economic Development Committee, applied for and received designation as a member of the 495 Regional Technology Center Economic Target Area, with the towns of Littleton and Boxborough. This designation allows us to offer tax incentives to companies either locating in or expanding their businesses in Westford. This also allows us to apply for Brownfield's Grants which may help with the cleanup of 12 North Main Street.

In April we were honored to make a presentation to Massachusetts Municipal Managers Association about our town's innovative use of technology. The presentation was well received and Mike Wells (IT Director) and I were asked to write an article for publication in the Municipal Advocate.

Tragically, the Boston Marathon bombing affected all of us. Our Westford public safety personnel assisted with the capture of the suspects, and also with communications, medical needs, and in other supportive roles as required. The Board of Selectmen presented commendations to all town employees and volunteers who assisted during and after the tragic event.

Our third annual Strategic Planning Retreat was held on June 21st. About 110 town officials, staff and residents came together to discuss pertinent topics affecting our town. Topics included the state of our Economic Development, Education – Mandates, Budget and other issues, Town Financial Topics - Capital Planning, Other Post-Employment Benefits, Retirement Assessment, and Bond Rating, and Emergency Planning/Response, Public Safety, and Town/School Building Safety and Security. Information regarding the topics discussed, along with surveys of those in attendance may be found on our town's website www.westfordma.gov or at this link: [Strategic Planning Retreat](#).

Black bears entered our town at an unprecedented rate, and kept our Animal Control Officers busy responding to calls from residents. Animal Control has worked with the Massachusetts Department of Wildlife to closely monitor the bears and educate residents about how to safely coexist with wildlife.

Trains idling in our residential neighborhoods were a concern for the Board of Selectmen and we wrote letters and coordinated meetings to address the situation with Pan Am Railways. Our efforts along with the assistance of the state Department of Environmental Protection and US Environmental Protection Agency helped improve the conditions related to train idling but we are still actively pursuing this issue.

Although we have seen signs of economic improvement and increased revenues, we continue to face the challenge of operating expenses which are rising more rapidly than revenues, coupled with aging equipment and infrastructure.

TOWN MANAGER – CONTINUED

We continue to examine every departmental expense for possible cost savings, and we are committed to preparing an annual operating and capital budget that maintains the level of services our residents expect, and protects our resources for now and the future. We face many future fiscal challenges including:

- Health insurance enrollment and premiums
- Special education mandates
- Retirement assessment
- Litigation
- Perchlorate expenditures
- Waste water treatment plant operations
- Severe storms, town's response and recovery costs
- Roadway infrastructure and facility repairs and maintenance
- Fluctuations in fuel prices
- Other Post Employment Benefits (OPEB)

Transparency and communication are necessary for successful municipal operations. We adhere to the Open Meeting Laws, and strive to publicize all relevant documents on our website, which also offers streaming videos of many meetings. We produce a monthly Town Manager's Newsletter to alert the public to events and occurrences which may be of interest to them.

We have a fantastic level of volunteerism in Westford – and these volunteers are necessary to our successful operations. Thank you to all town officials, town boards and committees, department heads, town employees, and resident volunteers who help to innovate, guide, preserve, and protect our valuable town resources. And lastly, a special word of thanks to our honorable Board of Selectmen who provide us with policies and support with which to do our jobs.

AFFORDABLE HOUSING COMMITTEE

Paul Cully
Chair
Karen Hudson
Vice-Chair
Joan Croteau
Rob Downing
Scott Hazelton
Steve Robinson
Jim Silva
Drew Vernalia

Chris Pude
Staff

Goal:
The Affordable Housing Committee advocates for the development of diversified housing opportunities for lower income households that are consistent with nearby housing, appropriate for, and dispersed throughout, Westford. The committee strives to meet the State’s mandate that 10% of the housing stock be permanently affordable to residents earning no more than 80% of the area median income for the region that includes Westford (This is the “Chapter 40-B” law).

Definition of Affordable Housing
Housing affordability is based on median household incomes in the region. The median incomes are determined by the US

Department of Housing and Urban Development (HUD), are re-issued annually, and are adjusted for the number of residents living in a home. 2013 median incomes in the region which includes Westford are:

<u>Household Size</u>	<u>Median Income</u>	<u>80% of Median</u>	<u>50% of Median</u>	<u>30% of Median</u>
Four People	\$80,500	\$64,400	\$45,350	\$27,200
Three People	\$72,500	\$58,000	\$40,850	\$24,500
Two People	\$64,500	\$51,500	\$36,300	\$21,800
One Person	\$56,400	\$45,100	\$31,750	\$19,050

Ongoing Projects:

Cottages in the Woods – Boston Road:

Although this project has progressed slowly due to the sluggish economy and changes to mortgage underwriting standards following the 2008 financial crisis, the project is now nearly completely built and occupied. As of the end of Fiscal Year 2013, 16 units out of the 20 are either occupied or under contract. The committee still expects all units to be affordable, built, and occupied by the end of the next fiscal year.

Princeton Properties – Littleton Road on the Westford / Chelmsford line:

This project has finalized its funding and construction has finally started. This project will have 40 affordable units and 160 market rate units. All units will be rentals. Its significance to the Affordable Housing Committee and the Town of Westford is that it will add 200 units to our Subsidized Housing Inventory – the official list of affordable units in Westford – bringing us, with just one project, much closer to our 10% State-mandated goal.

AFFORDABLE HOUSING COMMITTEE—CONTINUED

Abbot Mill – Forge Village:

This project is finally completed and nearly all the units are now leased and occupied. This is a valuable addition not only to Westford's housing stock, but it also renovates an historic set of buildings – a double win for Westford. This is a much appreciated project which greatly enhances Forge Village, and the Affordable Housing Committee wishes to recognize and thank Chris Yule for his unwavering perseverance in shepherding this project to completion.

Tadmuck Meadows – Tadmuck and Littleton Roads— south side:

This is a 40B project that has nearly completed construction. A model unit is available for inspection. This project contains ten affordable units.

Stony Brook II – William D. Coakley site, near Stony Brook School:

This project is fully permitted and will add 36 rental units to our Subsidized Housing Inventory. Last fiscal year, in order to make the project more attractive to State funding agencies, the Community Preservation Committee and Town Meeting authorized an additional \$300,000 for this project. The Affordable Housing Committee expects construction to begin some time during fiscal year 2014.

Veteran's Housing – Corner of Acton and Carlisle Roads:

This project will provide five units of housing exclusively for qualified veterans. It will rehabilitate the existing building. The project is fully permitted and has received \$150,000 grant from the Massachusetts Housing Partnership. In a prior fiscal year (FY 2011) the Community Preservation Committee allocated \$400,000 for this project. The State of Mass. has contributed nearly \$1,000,000 to this project. Construction is waiting on final funding verification from all sources and is expected to begin in November, 2013.

Graniteville Woods:

This project is currently under construction with the first three phases completed. The fourth and final phase is expected to be started and completed in the next fiscal year (FY 2104).

Littleton Landing – Corner of Littleton and Tadmuck Roads:

This project consists of seven units for over-55 seniors as well as a separate five bedroom group home. This project is awaiting the installation of the water line along Littleton Road (Rt. 110) to the entrance of the Princeton Properties project. Once water is available, the project funding will have to be revisited and it is hoped that the project will still go forward.

Other potential sites and projects:

Edwards parcel:

This 40 acre parcel is owned by the Town and is under the care and custody of the Board of Selectmen. The Affordable Housing Committee met with the personnel from the Mass. Natural Heritage Endangered Species Program ("NHESP") and reached an agreement with them that NHESP would not deny an affordable housing project if it were to only use 3.2 acres out of the 40, and place the remaining portion of the 40 acres under a conservation restriction, in perpetuity.

AFFORDABLE HOUSING COMMITTEE—CONTINUED

The Board of Selectmen directed the Affordable Housing Committee to proceed with a Request for Interest (“RFI”) to solicit feedback regarding what potential builders would consider constructing within the 3.2 acre footprint. The responses to the RFI were disappointing, and did not suggest a project that would be suitable and agreeable to the town and especially to the abutters, so the abutters circulated a petition to have Town Meeting place the entire 40 acres under a permanent conservation restriction. This will be voted on at the Special Town Meeting in October, 2013, and any further action, if any, will be in response to that vote.

Issues and concerns:

Delineation of respective roles and responsibilities for the Affordable Housing Committee and the Affordable Housing Trust Fund Committee:

The Affordable Housing Trust Fund Committee, with the encouragement of the Affordable Housing Committee, contracted with an outside consultant to help the two committees define their respective roles and responsibilities. The results greatly improved the two committee’s ability to work together and to avoid overlap and conflicts.

Creation of an Inclusionary Zoning Bylaw:

The Affordable Housing Committee had several discussions regarding the creation of an Inclusionary Zoning Bylaw, and finally formed a sub-committee to study other towns’ similar zoning bylaws, state regulations pertaining to inclusionary zoning, and to create a draft bylaw and associated arguments in support of the bylaw. The Affordable Housing Committee notes that a previous attempt to develop such a bylaw was rejected by the town’s committees. The Affordable Housing Committee hopes that the passage of time and the fact that other neighboring towns have since enacted similar bylaws will help the effort in Westford this time.

Affordable Housing Committee Membership:

There is a vacancy for one more member, and any interested party is encouraged to fill out a Citizen’s Activity Form from the Town’s website and apply to fill that vacancy.

Meetings:

The Affordable Housing Committee normally meets on the second Wednesday morning of each month at 7:15 AM in the Westford Housing Authority Community Room, 65 Tadmuck Road, Westford, MA 01886.

AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund (AHTF) is pleased to present its Annual Report to the Town of Westford for Fiscal 2013.

The AHTF is a funding source for the creation and preservation of affordable housing in Westford through development, acquisition, renovation, and resale of a variety of housing types. The Community Preservation Committee (CPC) and Town Meeting created the AHTF to have a more efficient mechanism to address the Town's needs.

Rob Downing
Chair

Robert Waskiewicz
Trustee

James Sullivan
*Trustee and Board of
Selectman Representative*

Joseph Diamond
Trustee

John Parker
Trustee

A primary concern of the AHTF is achieving and maintaining the Town's compliance with Massachusetts' Comprehensive Permit law (40B). Achieving compliance with the Comprehensive Permit law will allow Westford to exert far more control over the type and location of housing development in the future

The AHTF gratefully acknowledges the tremendous contributions Diane Holmes has made to our goals. As a long-time member of the AHTF and the Affordable Housing Committee, Diane has been instrumental in providing housing for our neighbors and friends. She played a key role in the success of Cottages In The Woods on Boston Road, and in the soon-to-be-under-construction Veterans' Housing at the corner of Carlisle and Acton Roads. All the members of the AHTF thank Chris and Diane for their diligent and successful tenures. Additionally, Joe Diamond joined the Trust in August 2013.

The AHTF is funded through Community Preservation Committee (CPC) appropriations of CPA funds and private donations. Members meet regularly in open session as proscribed by law. The AHTF also meets on an 'as needed basis' to accommodate time-sensitive projects. Christine Pude, Westford's Housing Director is an integral part of the AHTF's administrative process.

Some of the highlights in 2013 include the following:

The AHTF gratefully acknowledged the receipt of \$324,000 in CPA funding approved by Town Meeting to be used for affordable housing activities. Also, since the AHTF awarded funding for a group home last year, the CPC graciously allocated to the AHTF the remaining \$90,000 of the \$240,000 CPC had set aside for a group home.

While occurring at the start of fiscal year 2014, it is significant to note that in July, 2013, the AHTF provided \$150,000 to Princeton Westford Apartment Homes, a 200-unit rental project on Littleton Rd. Forty of the units will be rented exclusively to moderate income residents. Because this project used the 40B law to secure its zoning, **ALL** 200 units will be counted as affordable, getting the Town much closer to compliance with the 40B statute.

AFFORDABLE HOUSING TRUST FUND – CONTINUED

The AHTF funded contributed \$300,000 to ensure the success of the Cottages In The Woods project on Boston Road. As of June 30, 2013, \$250,000 of those funds have been distributed to the developer for specific expenses and based sales and completion benchmarks

With the timely purchase of a restricted-income home in the Stone Ridge community, the AHTF was able to preserve the affordability of the home, which would have been lost, since a qualified buyer could not be found in the weak real estate market. This is an example of the kind of action only the AHTF can take to preserve Westford's current inventory of affordable housing.

The AHTF continues to work with the developer of Littleton Landing, which will consist of a group home and apartments for seniors. Last the project received \$255,000 in funding from the AHTF.

In fiscal 2013, the AHTF made an important change in how it awards funds. Whenever feasible, the AHTF will make loans (2nd mortgages) to development projects rather than grants. These loans will carry an interest rate but payments will be deferred as long as the housing units can be counted as part of Westford's subsidized housing inventory (SHI) in accordance with the 40B law. Structuring funding awards as loans will protect the Town against the loss of these units to foreclosure of other dispositions made by the owner/developer.

Looking forward, the only way for Westford to meet its affordable housing goals, as mandated by the Commonwealth of Massachusetts, is to attract another large-scale project like Westford Apartment Homes in the next 3-5 years. The AHTF will work actively with developers to ensure that such a project meets expectations of a majority of Westford residents and is in the Town's best interests.

The AHTF also works cooperatively with the Affordable Housing Committee (AHC) and the Tax Possession Sale Committee to assure a thorough vetting of properties which may be considered for affordable housing purposes. The AHTF and AHC work together in order to achieve our mutual goals in the most efficient manner possible. The AHTF's ability to provide financial support to these efforts is critical to their success.

ANIMAL CONTROL DEPARTMENT

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, loose dogs, and sick or injured wildlife. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.

Meg Mizzoni
Animal Control Officer
Terry “Jaime” Berry
Assistant Animal Control Officer
Tim Whitcomb
Assistant Animal Control Officer

Response Activity

The majority of calls responded to by the ACO were for dog complaints and lost or found dogs. When a dog is found, the ACO attempts to locate the owner and ensures it is cared for properly in the kennel. If the owner is not found the ACO finds a placement for foster care. Throughout the year the ACO also responded to numerous calls for wildlife such as bears, coyotes, fisher cats, skunks, racoons, and snakes. In these instances the ACO investigated the incident, ensured that the public was not in danger, and took the opportunity to teach residents about how to safely interact with wildlife. In some cases severely injured or rabid animals had to be euthanized and this was done safely and in coordination with the police department.

The table below represents the calls that were recorded in the web-based animal control record keeping system. Many of the calls that are received are from residents with questions about animal rules and regulations or looking for advice about dealing with wildlife on their property. It is important to understand that some of the calls received and handled by ACOs are not reflected in this table.

Response Type	Description	Responses
Animal bite or contact	Responded to report of domestic animal bite or contact with wildlife	11
Animal cruelty	Investigated report of cruelty	0
Dog complaint	Investigated barking or nuisance dogs and resolved between owner and neighbors	20
Dog hit by mv	Dog hit by motor vehicle	1
Health Inspection	Inspection of domestic animal or livestock	5
Kennel duty	Attending to dogs in the town kennel including feeding, medical attention, and general care	145
Lost or found cat	Searched for owner of found cats	28
Lost or found dog	Searched for lost dogs, searched for owner of found dogs	99
Pick up police incident	Responded to police incident to remove domestic animals	4
Wildlife hit by vehicle	Disposed of wildlife hit by vehicle (roadkill)	43
Wildlife issue	Responded to report of wildlife in close proximity to humans or endangering domestic animals	134
	Total Reponses	490

BOARD OF ASSESSORS

Jean-Paul Plouffe
Principal Assessor
Lisa DeFusco
Administrative Assessor
Titus Palmer
Chairman
Diane Holmes
Chris Romeo

The assessor’s office completed its interim revaluation for fiscal year 2013 (July 1, 2012-June 30, 2013), based on a valuation date of January 1, 2012. Approximately 1000 parcels were reviewed and/or visited and a thorough analysis of sales occurring in calendar year 2010 and 2011 was done. The assessors’ office also analyzed all land sales, land residuals, and teardowns. Market values have declined slightly in some neighborhoods while there were a few neighborhoods that saw increasing values. Generally speaking market data still reflects an overall stable market. New growth for FY 2013 was \$77,720,480. This is a significant increase of approximately 20% from FY 2012. This was due to continued projects that were started during this time period as well as building permits and a review of approximately one third of Personal Property accounts. The areas of significant growth were primarily from the following:

- 1. Continued construction at Summer Village.
- 2. Beginning construction of Cornerstone Square.
- 3. Continued new construction at 3 new subdivisions.
- 4. Continued construction at Graniteville Woods.

	FY 2012	FY 2013	% change
Total taxable assessments	\$3,824,755,642	\$3,839,246,350	0.38%
Tax levy	\$59,474,751	\$61,929,317	4.13%
Residential tax rate	\$15.25	\$16.13	5.77%
Average single family residence assessed value	\$443,811	\$440,011	-0.86%
Average single family tax	\$6,901.26	\$7,097.38	2.84%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2013. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2013 commercial/industrial tax rate was increased to \$16.38.

The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2013. The assessors’ office continues to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

FY 2013 saw a decrease in the number of applications for abatements of real and personal property from FY 2012. Abatements are typically applied for because property values were adjusted for FY 2013 because of the interim recertification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

BOARD OF ASSESSORS – CONTINUED

It has been a very busy year for the assessors' office due to the completion of the interim certification and revaluation; monitoring the various elderly exemptions, other exemptions and the Community Preservation Act; and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The assessors' office recognizes that taxes are increasing as the town continues to grow and the demand for services increases. We will strive to continue to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

EXEMPTIONS

In FY 2013 the Board of Assessors granted 185 statutory exemptions for property taxes in the total amount of \$191,826.05 (veterans, elderly over 70, blind, Clause 41C). Eleven applicants were granted a tax deferral under Clause 41A. Westford again adopted Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 252 Community Preservation exemptions applications. Total Community Preservation Act (CPA) adjustments granted were \$22,662.39.

ABATEMENTS

In FY 2013 there were 82 requests for abatements on real and personal property. Of these, 55 abatements were granted, 25 were denied, and 2 were withdrawn. There were 5 Fiscal Year 2013 appeals filed with the Appellate Tax Board. There were 14 pending appeals from previous years. Of these, 1 was found in favor of the Town; 3 are pending decisions; 1 was dismissed; 3 withdrew their appeal; and 6 appeals are in negotiations working towards settlement. The Commissioner of Revenue continues to be in litigation with several telecommunications companies for FY 2003 through 2013. Some of these have been settled and/or withdrawn. However, there are still many appeals pending.

BRUCE FREEMAN RAIL TRAIL

Pat Savage,
*Director of the Parks,
Recreation and Cemetery
Departments*

Kelly Ross,
*Board of Selectmen Liaison
to the Bruce Freeman Rail
Trail*

**Chris Barrett
Emily Teller**
*Westford Board Members,
Friends of the Bruce
Freeman Rail Trail, Inc.*

The Bruce Freeman Rail Trail has been used throughout this past year in all four seasons by people of all abilities and ages. Mass Department of Transportation expects to send the construction RFP out in the spring of 2014, with construction to begin in the fall of 2014 on Phase 2A. Phase 2A of the trail will extend the BFRT from the intersection of Routes 225 and 27 in Westford, through Carlisle and Acton to within 1,000 feet of the Concord rotary of Route 2. Completion of that 4.8 miles is expected to take two years. Everyone is looking forward to those additional miles (as well as more rail trail parking availability to the south).

The second annual fundraising **Live for Liv Ride** in memory of Olivia Marchand, who was a Westford Academy student, took place on July 21, 2013, and the walkers, as well as those in both the 23-mile ride and the shorter, family ride used the Bruce Freeman Rail Trail as they all set out from the 4-H fairgrounds in Westford.



In Westford the overseer for registration is Pat Savage, Director of the Parks, Recreation and Cemetery Department. Currently there is a link on the Town of Westford Recreation website under documents for online registration of events. The registration form is also available at:

www.brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration

At the 2013 Annual Westford Town Meeting, a long-disputed parcel of land adjacent to the BFRT was accepted as a gift to the Town. In the 1980s' original rail trail design, this parcel was designated to be a parking area for the rail trail. The parcel's acceptance in 2013 was affirmed by a two-thirds voice vote called by the Moderator; however an amendment to "prohibit parking" was also approved by a counted vote of 120-117.

BRUCE FREEMAN RAIL TRAIL — CONTINUED

Progress continues on planning a kiosk and benches near Route 225. After working with the abutter to select the particular location that is acceptable to all for these amenities, permission has been requested from MassDOT's Right of Way Division. Funding for this project has been generously donated to the Friends of the Bruce Freeman Rail Trail, Inc., by Lowell General Hospital and, through a matching grant awarded through the efforts of Westford resident David Martin, from Harvard Pilgrim Health Care.

A RAIL TRAIL SYMPHONY

"Stylus Symphony" was commissioned for the newly formed Berklee Contemporary Symphony Orchestra, and the fourth movement was recorded on the Bruce Freeman Rail Trail in the tunnel near the northern terminus. Former Westford resident and Berklee College of Music professor Stephen Webber composed this ground-breaking 2007 symphony that bridges the gap between hip-hop and orchestral music and features Stephen Webber playing turntables as a solo instrument. Webber chose the tunnel for the recording because he loves to ride on the BFRT and thought the tunnel "looked cool." Current Westford resident Jon Forsyth, who is a filmmaker and teacher, collaborated with Webber to produce a music video of the symphony, which was premiered at the Westford Parish Center for the Arts on March 29, 2013. Webber recorded each instrumentalist individually and Forsyth filmed each performer for the DVD. More information about this symphony and clips from it can be found at www.stylussympphony.net.



Stephen Webber playing at the BFRT tunnel.

THANK YOU TO SO MANY IN WESTFORD

The volunteer BFRT Trail Stewards, working all year along the Westford portion, keep the BFRT at its best. This group has expanded and now includes Linas Alinskas, Dave and Diane Earl, Ron and Mary Jo Johnson, and Bob and Beth Shaw. We are fortunate that the Westford Conservation Trust Tuesday Trail Group also chooses the BFRT as a destination for their trail work. Westford's Parks and Rec crews, as well as workers from the Highway Department do a great job of keeping the trail clear after storms and do a complete sweep several times each season.

BRUCE FREEMAN RAIL TRAIL — CONTINUED

We continue to be grateful for the hard work done and active good will extended throughout the year by Town Staff, especially Angus Jennings, former Director of Land Use Planning; Paul Starratt, Town Engineer (and Westford liaison for Phase 2A construction over the next 2 years); Chip Barrett, Highway Superintendent; Jodi Ross, Town Manager; and Michael Croteau, Westford Police Department Safety Officer. Kelly Ross, also a frequent dog walker on the BFRT, continues his essential and important service as liaison from the Board of Selectmen to the Bruce Freeman Rail Trail.

WOULD YOU LIKE MORE RAIL TRAIL INFORMATION?

The Friends of the Bruce Freeman Rail Trail, Inc. maintain a website that will have construction updates for Phase 2A (and future phases), as well as map and parking information for the Bruce Freeman Rail Trail, and also links to other rail trails in New England:

www.brucefreemanrailtrail.org

BUILDING DEPARTMENT

Mission Statement

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and bylaws that pertain to both the State Building Codes and Bylaws of The Town of Westford. To assist - to the best of our ability - all customers with the permitting process and any questions, concerns or complaints they may have.

As in the past several years the Building Department has seen increases in permits and inspections. Some of the projects that the department was involved with for FY 2013 were:

- Abbot Mill Apartments – Certificates of Occupancy issued
- Bridges at Westford - Certificate of Occupancy issued
- Cornerstone Square – Certificates of Occupancies issued
- Red Hat addition - Certificate of Occupancy issued
- Tadmuck Meadows – condominiums, ongoing construction
- Graniteville Woods – condominiums, ongoing construction

The permit totals for the past four fiscal years are:

Permit Type	FY 10	FY 11	FY 12	FY 13
Cert of Insp.	53	55	61	56
Commercial	85	82	112	126
Curb Cut/Driveway	7	3	3	3
Demolition	17	19	12	13
Electrical	599	624	839	843
Gas	428	497	579	613
Plumbing	419	513	424	525
Residential	654	764	682	829
Sheet Metal Mechanical	na	35	102	129
Sign	9	22	28	56
Tent	23	32	29	27
Trench	129	124	113	81
Wood Stove	30	28	12	21
Total	2453	2798	2996	3322

The above totals show an average of approximately 10 percent increase annually from FY2010 to FY2013

Last year the Building Department took in fees totaling over \$877,000., which is slightly lower than the previous year even though there was still a marked increase in the number of permits issued.

Matthew Hakala
Building Commissioner

Chester Cook
Asst. Building Inspector /Gas Inspector

Dennis Kane, Jr
Inspector of Wires

Arthur Smith
Plumbing/Gas Inspector

Nancy Lima
Records Supervisor

BUILDING DEPARTMENT – CONTINUED

The use of the online permitting system by the Building Department has given the ability to look-up permits and track inspections that have been done in a timely manner.

The Building Department website has been updated with information about any changes that have occurred in the building code. Additional links to important information are also on the website. Please visit the site and see what's new.
www.westfordma.gov/building

BYLAW REVIEW COMMITTEE

The BRC welcomed Peter Dervan as its newest member and said a fond farewell to Amber Brown after six years of service on the committee. David Chandler was chosen as Chair of the committee.

Dave Chandler
Chair

Peter Dervan
Kaari Mai Tari
Town Clerk

Members reviewed general bylaw amendments proposed for town meeting consideration for consistency, and helped petitioners, boards and committees with formatting issues. Many general formatting standards were discussed as bylaw amendments were reviewed.

Many meetings were attended by residents with concerns and ideas for bylaws. Members were happy to help residents navigate through the process of drafting and formatting bylaws.

Town Meeting

The BRC reviewed the following articles on the Special Town Meeting and Annual Town Meeting Warrants and found them to be consistent in formatting with the Town's general bylaws:

October 15, 2012 Special Town Meeting: Articles 11-14

March 23, 2013 Annual Town Meeting: Article 28

Webpage

The committee's webpage contains general information about the committee and links to the guidelines for proposing bylaw amendments and to town meeting timelines. The page can be accessed from the Town's website, www.westfordma.gov, under General Bylaw Review Committee.

The Committee may also be contacted through the Town Clerk's Office, 978-692-5515, townclerk@westfordma.gov.

CAPITAL PLANNING COMMITTEE

Mark Kost
Chair - Finance Committee

Valerie Wormell
Board of Selectmen

Arthur Benoit
School Committee

John Cunningham
*Conservation Commission &
Master Planning Committee*

Tom Mahanna
*Permanent Town Building
Committee*

Bill Olsen
Superintendent of Schools

Jodi Ross
Town Manager

Dan O'Donnell
Budget Director

The Capital Planning Committee was formed in December 2008 by the Town Manager, and has spent the past five years reviewing and prioritizing capital needs throughout the Town. This committee's purpose is to provide an objective and consistent forum whereby all of the town's capital requests can be planned, prioritized and recommended. This committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Board of Selectmen, Finance Committee and ultimately town residents as to how to best spend the resources that the town has for capital expenditures.

In completing its task for FY 2013, the committee heard from each department and prioritized the projects. This resulted in the recommendation to

allocate \$31,000 from the capital stabilization fund to address immediate capital needs and to raise and appropriate \$756,900 to fund FY 2014 capital. The committee also recommended that \$670,000 be appropriated from Water Enterprise retained earnings and \$80,000 from Ambulance Enterprise retained earnings to fund various capital needs. Lastly, Town Meeting authorized the borrowing of \$2,069,792 for the capital projects described in the Town Meeting minutes below. This figure is composed of the \$600,000 for the Masterplan for the Town's Drainage Improvements and Intersection Improvements, \$550,000 for the Westford Academy Bleachers, \$739,792 for a Fire Truck and Ten-Wheel Dump Truck, and \$180,000 for boilers at the Abbot and Robinson Schools.

As we move forward, the committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital and whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, vehicle and truck replacements). Additionally, the committee will help the town understand the tax impact of capital expenditures, and consider the relative need, timing and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

CAPITAL PLANNING COMMITTEE — CONTINUED

March 23, 2013 Annual Town Meeting Capital Appropriations

Article 8: Capital Appropriations for Fiscal Year 2013

First Vote: It was voted that the Town transfer from Capital Stabilization the sum of \$31,000 (THIRTY ONE THOUSAND DOLLARS) to provide for the following capital requests:

DEPARTMENT	AMOUNT	PURPOSE
Engineering	\$31,000	Minot's Corner Engineering

Second Vote: It was voted that the Town appropriate from Ambulance Enterprise retained earnings the sum of \$80,000 (EIGHTY THOUSAND DOLLARS) to provide for the following capital requests:

DEPARTMENT	AMOUNT	PURPOSE
Ambulance	\$60,000	Rehabilitation of Ambulance #10 and any other related costs
Ambulance	\$20,000	Purchase Emergency Medical Service equipment and any other related costs

And further

It was voted that the Town appropriate from Water Enterprise retained earnings the sum of \$670,000 (SIX HUNDRED SEVENTY THOUSAND DOLLARS) to provide for the following capital requests:

DEPARTMENT	AMOUNT	PURPOSE
Water Enterprise	\$600,000	Water system improvements on Edwards Avenue, Hadley Road, and Williams Avenue in the Nabnasset Section of Town, including all costs incidental and related thereto
Water Enterprise	\$40,000	Purchase of a 4-wheel drive pick-up truck with plow, accessories and any other related costs
Water Enterprise	\$30,000	Purchase of a utility van, accessories and any other related costs

Article 16: Capital Appropriations for Fiscal Year 2014

First Motion: It was VOTED that the Town raise and appropriate the sum of \$756,900 (SEVEN HUNDRED FIFTY SIX THOUSAND NINE HUNDRED DOLLARS) to provide for the following capital requests:

CAPITAL PLANNING COMMITTEE — CONTINUED

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Emergency Management	\$36,000	AM Radio Notification System
Fire Department	\$34,900	Firehouse Flooring (excluding Center Station)
Highway	\$70,000	2 pickup trucks
Highway	\$50,000	1-ton truck
Engineering	\$25,000	Design for repairs to the Beaver Brook Road bridge and any other related costs
Schools	\$20,000	WA Network Infrastructure
Technology	\$325,000	Computer Replacement
Technology	\$35,000	Fusion Software for Fire/Ambulance
Technology	\$11,000	GIS Flyover
Town Manager	\$150,000	Town-wide/School-wide Facility Study

And further

Second Motion: It was voted that the Town appropriate the sum of \$600,000 (SIX HUNDRED THOUSAND DOLLARS) for the capital projects listed below, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Engineering	\$300,000	Masterplan for Town's drainage system
Engineering	\$175,000	Design of intersection improvements at Groton Road and Oak Hill Road
Engineering	\$125,000	Design of intersection improvements at Groton Road and Dunstable Road

And further

That the Town appropriate the sum of \$550,000 (FIVE HUNDRED FIFTY THOUSAND DOLLARS) for the purchase of bleachers to be located at Westford Academy, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7(25), or any other enabling authority, and to issue bonds or notes of the Town therefor;

CAPITAL PLANNING COMMITTEE – CONTINUED

And further

That the Town appropriate the sum of \$739,792 (SEVEN HUNDRED THIRTY NINE THOUSAND SEVEN HUNDRED NINETY TWO DOLLARS) for the capital project listed below, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7(9), or any other enabling authority, and to issue bonds or notes of the Town therefor;

DEPARTMENT	AMOUNT	PURPOSE
Fire Department	\$544,000	Fire rescue truck and any other related costs
Highway Department	\$195,792	Ten-wheel dump truck with plow, sander, and any other related costs

And further

That the Town appropriate the sum of \$180,000 (ONE HUNDRED EIGHTY THOUSAND DOLLARS) for the purchase and installation of one boiler for the Abbot School and one boiler for the Robinson School including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7(3A), or any other enabling authority, and to issue bonds or notes of the Town therefor;

And further

That the Town raise and appropriate the sum of \$105,000 (ONE HUNDRED FIVE THOUSAND DOLLARS) and transfer said amount to the capital stabilization fund.

BOARD OF CEMETERY COMMISSIONERS

Jonathan Ash
Chair

R. Bradley Potts
Daniel Provost

George "Yogi" Rogers

The Cemetery Commission acts as the policy setting committee for the Town's six cemeteries. The Commission is responsible for the expenditures from various cemetery trust funds and oversees the operation and care of the town-owned cemeteries. The Commission is appointed by the Town Manager and meets quarterly and will schedule

additional meetings as needed.

Website: www.westfordma.gov/cemetery

The department maintains five town cemeteries and one burying ground. Fairview, Hillside, Westlawn, and Wright Cemeteries are listed on the National Register of Historic Places (individual property). Old Pioneer Burying Ground is located in Parker Village. Pine Grove Cemetery, located in Forge Village opened in 2002. The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. The Cemetery operation is a division within the Parks, Recreation, and Cemetery Department; Patricia Savage, Director, Richard Nawoichik, Cemetery Supervisor, and Danielle Leblanc, Department Senior Assistant. The division is responsible for the day to day maintenance of the cemetery grounds, burials, sale of lots, burial and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits. Special attention is given to the cemeteries throughout the year on various occasions including Veterans Day and Memorial Day.

The Commission regularly reviews the fee structure for cemetery related charges. The fees were last changed effective January 1, 2012. The addition of the Columbarium has added an additional fee structure for sale of niches. The Columbarium has three levels of niches with the top two rows \$650/niche, middle two rows \$550/niche, and the bottom two rows \$450/niche. Two cremations are allowed in each niche and request for more than two must have the approval of the Cemetery Commission.

Grave lots are available in one, two, three, or four grave sites with most current sales at the Pine Grove Cemetery. There is an additional \$400 charge per lot for non-residents. The complete listing of fees is available online at the cemetery department website

A new urn garden area was approved at Pine Grove in section A. Section A allows for flat or flush markers only.

The Commission is in the process of reviewing all rules and regulations. The addition of the Columbarium presented an opportunity to update the current rules and regulations to include information on burials in niches.

Eagle Scout Nick Olsen completed the gazebo project at Pine Grove Cemetery. The Commission is extremely grateful for this wonderful addition to the Cemetery. The gazebo offers visitors a place to reflect or a place to hold a memorial ceremony.

BOARD OF CEMETERY COMMISSIONERS – CONTINUED

David Christiana, Fire Department, has hand-made markers that hold a Firefighter flag to recognize the graves of Westford Firefighters. The first flags and markers are in place and will follow the same procedure for flags installation and removal. New flags are installed for Memorial Day and flags are removed after Veterans Day. The flags are removed due to the winter weather but the markers remain. David with the help of others, is working on a burial index to be able to recognize the service by adding the marker and flag at the burial site.

- Sale of lots – 53:
- 7- one grave lots
- 4 two grave lots
- 1 three grave lot
- 1 four grave lot
- 11 cremation lots

\$12,980 plus earned interest of \$1,635.57 = \$14,615.57 to General Fund; \$19,470 to Perpetual Care

- Burials/Openings:
- 15 full burials
- 16 cremation burials
- \$20,625 to General Fund

Monument Permits – 22: \$440 to General Fund

COMMUNICATIONS ADVISORY COMMITTEE

Tony Vacca
Chair

Jim Silva
Vice-Chair

The Communications Advisory Committee (CAC) is the Westford town board that advises and represents the interests of the Westford Board of Selectmen in their role as Franchise Authority for cable television and with regard to other services provided by Westford's cable operators (Comcast and Verizon). The CAC also advises town residents regarding similar services that may be provided by a variety of broadband companies. Such services include Digital Subscriber Line (DSL) Internet access, and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen in 2004 to include oversight of the additional broadband services mentioned, and the Committee's name was changed accordingly.

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the Town's cable operator since January 2003 – and now also with Verizon, incumbent as a cable operator in Westford since October 2009, when the Final License for FiOS TV was signed and entered into force. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operators, as well as providers of other information and communication services (e.g., Internet access and IP telephony), which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings take place on an occasional basis at the Town Hall or the J. V. Fletcher Library, usually starting at 7:00 PM. Check postings at Town Hall or website, westford-ma.gov, meetings and agenda for specific dates, or contact the CAC to find out about upcoming meetings.

Apart from the issue of perennial price increases, and continued curiosity about FiOS service availability in some parts of town (see below), there have been very few concerns voiced by subscribers regarding residential cable service in Westford this year. under the ten-year term of the current Renewal License with Comcast, expiring December 30, 2014 and fifteen-year term of the License with Verizon, expiring October 24, 2024.

Verizon has largely completed their above-ground fiber-optic infrastructure build-out. However, construction in many areas served by underground utilities are still incomplete but do need to be completed by the fourth anniversary of the Verizon License (October 24, 2013). Verizon recently confirmed that they are on schedule to complete this requirement on time. Numerous inquiries to the CAC in 2013 from prospective FiOS subscribers involved complaints that Verizon will not share detailed construction schedule information with concerned citizens affected by FiOS construction delays. The company recommends that interested parties sign up online to get notified when FiOS service becomes available at their address. The CAC suggests that those in still-unserved areas enlist their neighbors to contact Verizon individually, in order to further emphasize the local demand in their neighborhood. Doing so might speed up construction there vs. areas with less demand.

COMMUNICATIONS ADVISORY COMMITTEE-CONTINUED

Verizon is currently providing service upon request to those whose streets have been connected to the FiOS network, and have been marketing heavily by mail and on TV ads. For their part, Comcast is reacting to the new competition by offering potentially attractive promotions to both current and new subscribers in Westford, and has been advertising new internet-based enhancements, branded under the name XFINITY. See <http://xfinity.com> for more details about these service enhancements.

Verizon provides support for Local Access (PEG) programming for Westford FiOS TV subscribers in a similar fashion as has long been available from Comcast – i.e., by providing funding and Local Access infrastructure to Westford CAT.

Other important concerns of the CAC continue to involve the operations of Westford Community Access Television (Westford CAT), during its sixth year as Westford's Local Access Provider. Westford CAT is an independent non-profit corporation and is governed by a Board of Directors comprised of members of the Westford community. The organization functions in accordance with the associated Public, Educational and Government (PEG) Access provisions in the Comcast Renewal License, as well as the more recent Verizon Final License.

Here is an overview of the operation of the current Westford PEG access channels:

Public Access – Comcast Ch. 8 / Verizon Ch. 35

The Public Access channel showcases programs developed by community members utilizing Westford CAT's studio facilities and/or editing capabilities. Programs from other towns that Westford residents would like to sponsor locally can also be scheduled on this channel. PEG Access infrastructure can support live programming from the studio and several remote locations. Contact Westford CAT for information on their policies regarding live programs and on how to get involved in making your own shows as well. Locally produced programs can be viewed online at any time via streaming video.

Educational Access – Comcast Ch. 99 / Verizon Ch. 33

The Educational Access channel may be used by Westford educational institutions to show programs they produce or sponsor. This includes both the Westford Public Schools and Nashoba Valley Technical High School. Live broadcasts and streaming video of locally produced Educational Access programs are sometimes available.

Government Access – Comcast Ch. 9 / Verizon Ch. 34

The Government Access channel broadcasts both live and pre-recorded programs involving the local Town Government in Westford – including Board of Selectmen meetings. School Committee meetings, Planning Board meetings, as well as special local government events, such as Town Meeting. These meetings can also be viewed online at any time via streaming video.

COMMUNICATIONS ADVISORY COMMITTEE-CONTINUED

For more information about Westford CAT, including program schedules, more details about their operations, and links to online program content via 24/7 streaming video, visit their website: westfordcat.org.

The official CAC website: www.westfordma.gov/cac, provides Westford citizens with information on a variety of cable-related topics.

In 2012, the CAC consisted of three volunteers appointed by the Board of Selectmen to renewable one-year terms. A quorum of two or more members was required to conduct official business.

The Westford CAC can be contacted by letter mail at Town Hall, or preferably by sending email to: cac@westfordma.gov. CAC Chair Tony Vacca also invites telephone inquiries and voicemail at his home phone, 978-692-2905.

COMMUNITY PRESERVATION COMMITTEE

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

**FY 2013 Community Preservation Funds:
\$1,860,588.04**

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 29.5% state match of \$402,455 on October 17, 2012. This represents the first increase Westford has received in the state grant since October of 2008.

In FY 2013, Westford locally raised \$1,458,133.04 in Community Preservation funds.

Westford has an annual commitment of approximately \$800,000 for its bond payment for the purchase of East Boston Camps. In addition, CPC funds were also used for the Town Hall renovation. The annual debt payment is under \$90,000.

3% Community Preservation property tax surcharge	\$1,407,988.61
Investment income	\$47,655.90
Interest on late tax payments	\$2,488.53
Local FY 2013 Community Preservation total	\$1,458,133.04
State Match (received 10/17/12)	\$402,455.00
TOTAL FY 2013 Community Preservation Funds	\$1,860,588.04

On October 15, 2012, the Community Preservation Committee (CPC) recommended the following appropriation at the Special Town Meeting.

October 15, 2012 Special Town Meeting, Article 10

It was voted that the Town, pursuant to Massachusetts General Laws Chapter 44B, in accordance with the recommendations of the Westford Community Preservation Committee, authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise a conservation restriction meeting the requirement of General Laws Chapter 184 on a parcel of land known as the O'Brien Farm located at 18 Vose Road. Assessors' Map Number 18, Parcel Number 121, being a portion of approximately 23 acres of the O'Brien Farm, being a portion of the premises described in a deed recorded in the Middlesex Registry of Deeds in Book 23373, Page 60., to be under the care, custody, control, and management of the Westford Conservation Commission and the Sudbury Valley Trustees held for conservation

- Kathleen Healy
Chair (At-large)

Committee representation
Marilyn Frank
Vice-Chair
Conservation Commission

John Cunniffe
Historic Commission

Ken Hanly
Parks and Recreation
Commission

Scott Hazelton
Housing Authority

Kate Hollister
Planning Board

At-large members
Christine MacMillan
Elizabeth Michaud

COMMUNITY PRESERVATION COMMITTEE-CONTINUED

purposes; and to transfer from the Community Preservation Undesignated Fund the sum of \$760,000 (SEVEN HUNDRED AND SIXTY THOUSAND DOLLARS) to fund such acquisition; and further to authorize the Board of Selectmen to take such other action as may be necessary to carry out the purpose of this motion.

In 2013, the Community Preservation Committee (CPC) recommended projects at the Annual Town Meeting.

March 23, 2013 Annual Town Meeting, Article 9

On March 23, 2013, it was voted that the Town, pursuant to Massachusetts General Laws, Chapter 4B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of \$1,230,100 (ONE MILLION TWO HUNDRED THIRTY THOUSAND ONE HUNDRED DOLLARS) as follows:

Transfers to Community Housing and Historic Resources Reserve

- *\$308,946 to the Community Housing Reserve*

This allocation more than covers the required 10% for Community Housing.

\$138,636 to the Historic Resources Reserve

This allocation more than covers the required 10% for Historical Resources.

Open Space Funding

- *\$190,000 Conservation Trust Fund*

The funds were designated to be used for future land purchase by the Conservation Commission. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

Community Housing Funding

- *\$334,000 Affordable Housing Trust*

To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs. These funds were appropriated from the Community Preservation Community Housing Fund Reserve Account.

- *\$90,000 Affordable Housing Trust*

To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs. These funds were appropriated from the remaining balance of the Purchase & Retro-fit of a Potential Group Home project approved under Article 16 of the May 10, 2008 Annual Town Meeting.

Historic Funding

- *\$10,018 Victorian Chimney Rehabilitation and Attic Window Restoration at the J.V. Fletcher Library (Board of Library Trustees)*

For the Victorian Chimney Rehabilitation and Attic Window Restoration at the J.V. Fletcher Library located at 50 Main Street. These funds were appropriated from the Community Preservation Historic Resources Reserve Account.

COMMUNITY PRESERVATION COMMITTEE-CONTINUED

- *\$70,000 Rehabilitation of the Frost School Roof (Historical Commission)*

For the rehabilitation of the Frost School Roof located at 73 Main Street and any other related costs. These funds were appropriated from the Community Preservation Historic Resources Reserve Account.

- *\$88,500 Fire Protection Improvements at the Roudenbush Community Center (Historical Commission)*

For the design and installation of fire protection improvements for the Roudenbush Community Center, Inc. located at 65 Main Street and any other related costs. These funds were appropriated from the Community Preservation Historic Resources Fund Balance.

Administrative Funds

- *\$15,000 Community Preservation Committee Administrative Expenses*

Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues and approximately 230 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually, as unused expense funds are returned to the undesignated Community Preservation Fund.

Appreciation

The Community Preservation Committee would like to recognize Town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

CONSERVATION COMMISSION

Eric Fahle
Chair

Peter Mahler
Vice Chair

John Cunningham
Brian Douglas
Marilyn Frank
Jim Gozzo
Ann Jefferies

Staff
William Turner
*Conservation/Resource
Planner*

The Commission generally meets on the second and fourth Wednesday of each month at 7:30 P.M. The Conservation Commission is the Town body responsible for administering the State Wetlands Protection Act and local non-zoning wetlands bylaw so as to protect the town's wetlands and their resource values. The Commission also acquires and holds land on behalf of the Town for protection of the Town's natural resources and watersheds.

Wetlands Protection Act and Local Non-zoning Wetlands Bylaw Administration

The year was significantly different from past years, with only one filing for a relatively large project, which was for a 72,800 square foot self-storage facility at 540 Groton Rd..

The largest subdivision plan filed was for a 4- lot subdivision at 25 Forge Village Road and the only other residential project larger than a single family residence was for a two-building project at 60 Littleton Rd. comprising a 7-unit senior residential building and 5-bedroom group home. A filing from the Town Engineering Department was received and approved for replacement of the culvert carrying Keyes Brook under Groton Road. All other filings were primarily for new single family homes or additions to existing homes.

A summary of the kinds of project review and the number of filings by type for the last ten years are provided on the Statistics Page at the end of this report.

Construction activity continued on large projects previously approved by the Commission, which required periodic site inspections by staff or contracted inspectors. These included the Red Hat expansion and the residential developments of Graniteville Woods off North Main St., Laughton Farms, off Lowell Rd., Aldrich Farm Estates off Chamberlin Rd. and Tadmuck Meadows II off Tadmuck Rd.

The Commission issued 5 Enforcement Orders and fines in the amount of \$600.00 during the course of the year. These Orders and fines were issued in relation to unpermitted disturbance in or near wetlands. There were two violations of conservation restrictions noted during the year, one involving cutting of trees and dumping of brush on restricted land off Woodbury Drive, and clearing and regrading of an approximately 120' by 50' area on Indian Ridge Terrance in the Graniteville Woods development.

Any kind of new disturbance, not just construction of new structures, such as clearing of vegetation or excavating or filling of land in or within 100 feet of wetlands requires the approval of the Commission. If you are considering such work, please contact the Commission's agent, William Turner, at 978-692-5524, who will be happy to advise you whether the proposed work is near wetlands, and if so, what the permitting requirements will be.

CONSERVATION COMMISSION—CONTINUED

East Boston Camps

The Commission had to terminate its lease with Guard Up! Inc. of Burlington, MA, which operated an overnight and day camp using the facilities at the Boys Camps area for role playing programs, for failure to provide insurance coverage as required by the lease agreement. Guard Up! was given an opportunity to provide the needed coverage, but indicated that it was financially unable to do so. The Commission issued a new Request for Proposals for operation of a day and/or overnight camp and awarded a lease to Marcus Lewis Day Camp of Lancaster, MA, which will pay \$40,000 annually for operation of a day camp program. This lease arrangement provides for more public use of this part of the camps, as public access across the main roadway through the camp is allowed during the time the camp is in session, and access to the grounds and the beach area are allowed both before and after the camp program during the week, and on weekends when the camp is not in session.

The Recreation Department, under the oversight of Director Pat Savage, ran a number of programs at the Camps, including their popular Destination Exploration, Leadership Training and Vacation Day Programs in which several hundred children and young adults participated. The Recreation Department now runs the facilities licensing program for EBC. Certain buildings are available for overnight stays, functions or other programs. More information on the summer programs and licensing is available at the Recreation Department website at: <http://westfordma.gov/pages/Government/TownDepartments/>

All fees from leasing and licensing of facilities are now deposited into a Town Meeting approved revolving fund that is used for maintenance of the facilities. In FY' 13 a total of \$37,010 was collected.

Volunteers continued to play a large part in helping maintain and improve East Boston Camps. A group of students from the Electrical Technology Program, of Nashoba Valley Technical High School guided by Electrical Technology Instructor Victor Vaitkunas and Master Electrician Kevin McDermott completed an extensive project at buildings at the Day Camp portion of the property. According to Caretaker George Fletcher there has been virtually no work on the electrical system in this part of the camps since its original installation in the 1930's. The students have completed a complete renovation, installing new wiring and fixtures to address safety issues and meet current code standards. They have also installed disconnect switches to allow for shut down of portions of the camps to allow for future maintenance work. Previously it had been necessary to make arrangements with National Grid to shut down power to the camps. The students also completed the renovation of the electrical system at the Duplex building at the Boys Camp.

The Westford Academy Service Team returned for a fourth year to the Camps. With the guidance of faculty advisers Libby Porter and Cory Roman the team spent Saturday, April 27, 2013 on a variety of projects across the camp grounds, including installations of new benches at the fire pits at the Lodge and Directors' Cabin at the Day Camp, installing a new fire pit at the Duplex at the Boys Camp and did a thorough cleaning of floors, counters and the walk-in cooler at the kitchen/dining hall.

CONSERVATION COMMISSION—CONTINUED

The Friends of East Boston Camps ran very popular fundraising events attended by hundreds of people in the Spring and Fall and renewed its license from the town to continue renovations and repairs to the Kitchen/Dining Hall, Infirmary, Bat Cave, Duplex, and Nashoba Lodge and for replacement of the bathhouse. The bathhouse was demolished in the spring of 2013 in hopeful anticipation that the fundraising for construction of a new bathhouse will be completed in the near future.

Eagle Scouts once again completed important projects at East Boston Camps. Our thanks to Ryan Cole for his completion of an outdoor amphitheater behind the Infirmary and to Michael Fryer for construction of ten new bunk beds for the cabins at the Boys Camp.

Other Conservation Lands

Besides East Boston Camps the Commission has over 1,700 other acres of land under its care and custody throughout the town providing important outdoor recreation opportunities. On these lands volunteers also are a critical part of their maintenance. The Westford Trail Stewards, led by Bill Harman provided important work on keeping these lands accessible and clean. If you are interested in participating in this group, contact Bill Harman of the Stewards Steering Committee (692-3907). More information on this program is available at the Commission's website.

During the course of the year the Commission advertised for candidates to fill the vacancy on the Trail Stewards Steering Committee created by Kate Hollister's departure last year. This Committee helps coordinate the activities of the Stewards and reports regularly on these activities to the Conservation Commission and also brings to the attention of the Commission any problems such as dumping or any issues of concern regarding the town-owned land that is under its care and custody. The Commission appointed Samuel Moffett of Carlisle Road to the position. Mr. Moffett is a professional environmental planner and dedicated hiker.

Eagle Scouts candidate Nicholas MacMaster provided a valuable service project at the Cider Mill Pond Conservation Area, where he installed a boardwalk over a wet section of trail.

The acquisition, protection and preservation of open space land has been for decades and continues to be a key component of the community's master plans. Good progress was made in protecting significant open space in FY' 13. Through a cooperative effort the Town, along with the Sudbury Valley Trustees (SVT), acquired a permanent conservation restriction (CR) on 23 acres located off Vose Road known as the O'Brien Farm from owner Charlie McColough. Mr. McColough made the restriction available for \$930,000, significantly lower than the appraised value of \$1,275,00. Special Town Meeting in October of 2012 approved the use of \$760,000 of Community Preservation Act funds for the purchase. The Westford Land Preservation Foundation worked with the SVT to raise \$100,000 in private donations towards the purchase and SVT applied for and won a grant of \$85,000 from the Commonwealth of Massachusetts Conservation Partnership Grant Program.

CONSERVATION COMMISSION — CONTINUED

(\$15,000 of the raised funds will be used to create a stewardship endowment.) The property preserves a microcosm of the town's land use history and geography. Farmed since the late 18th century, the site incorporates a scenic, diverse landscape of open fields and upland forest, wooded swamp and shallow marsh, with Pond Brook, a perennial stream running through it, all of which provide a wide variety of wildlife habitat. Agricultural uses will be allowed on two acres of the conservation restriction property, with the rest of the site managed to preserve open space and natural resource values. Public access is allowed over an extensive network of trails, with a small parking area provided on Vose Road, just north of Steeple Chase Circle.

One other CR was finalized in FY '13 with a grant of a restriction on 5.36 acres along Nashoba Brook adjacent to the Tiki Bar at the Nashoba Valley Ski Area by Pam F. Inc.

Special Town Meeting and Annual Town Meeting voted to transfer care and custody a total of 8 parcels comprising over 36 acres from the Tax Possession Sale Committee to the Conservation Commission. These include: Assessors' Map 45 Parcel 40, 11.36 acres off the end of Sawmill Road, abutting a large area of other conservation lands and trails and located within an area determined to be estimated and priority habitat for state listed species by the Natural Heritage and Endangered Species Program(NHESP); Map 30, Parcels 14 and 15, 7.4 acres located to the west of the new Highway Facility on Snake Meadow Hill. The parcels contain old quarry land, including one quarry pond that is a certifiable vernal pool, based on observation of amphibian egg masses. On one section of the quarry individuals have carved their names into the rock, some dating back to the early 20th century. This area abuts a large area of other conservation land and is also located within an area determined to be estimated and priority habitat for state listed species by (NHESP); Assessors' Map 38, Parcels 20 and 21, 8.78 acres of primarily wetland and stream course along Stony Brook, that along with other previously acquired conservation parcels has created a protected stream way corridor over a mile long from Stony Brook Road to the Chelmsford Town Line; Assessors' Map 7, Parcel 86. Also known as the Vose Parcel: .263A located between Acton Rd. and the Bruce Freeman Rail Trail just north of the intersection of Acton Rd. and Vose Rd. Town Meeting voted to advise and authorize the Board of Selectmen to grant by deed a permanent conservation restriction (CR) on the Vose parcel, and by the end of the fiscal year a CR had been drafted and sent to the 4 organizations in town that hold CR's to inquire if they would be willing to accept it.

Michael and Anne Gagnon of Bear Hill Farm in Tyngsboro completed the third year of their lease of the Day Agricultural and Conservation land located off Graniteville Road for an organic farming operation. 2013 presented difficult challenges, first with excessive rain and then excessive heat, and the corn crop bolted and had to be plowed in. A cover crop will be established and hopefully next year will see better conditions.

Anthony and Fenella Levick of Monadnock Berries of Troy, New Hampshire, continued management of the town's Hill Orchard which they have done since 2000. If you would like more information on Hill Orchard or the Levicks' own farm operation, located In Troy, NH, visit their website at www.monadnockberries.com.

CONSERVATION COMMISSION—CONTINUED

Invasive Plants

Ron Gemma and Lisa Groves of the Westford Conservation Trust, in cooperation with the Sudbury-Assabet-Concord River Watershed Cooperative. Invasive Species Management Area program continued to head up the valiant efforts of the Westford Invasive Species Control Group as they seek to contain a number of plant species that are detracting from the natural beauty and resources of the town. Ten pulling events were held in particular trouble areas, and the group offers assistance to property owners in control efforts focusing on the following species: Mile a Minute Vine, Japanese Knotweed, Phragmites, Glossy Buckthorn, Burning Bush and Asian Bittersweet. If you would like to learn more about this program and are interested in becoming involved, you can find more information and register to help at: www.westfordinvasivespecies.webs.com.

Water Quality Sampling

The stream water quality monitoring program for the Stony Brook and Nashoba Brook watersheds begun in 2006 continued under the leadership of Kate Hollister and Diane Duane with support from the Commission and the Westford Conservation Trust, and in association with the Organization for the Assabet River. The Commission acquired a YSI Professional Plus field meter to assist in the studies. Contact Kate Hollister at 978-392-6802 or kdemh@comcast.net for more information or to volunteer. All training is provided.

Our continuing thanks to all the groups and individuals for their hard work and dedication towards preserving, protecting and enhancing the community's natural resources and also our thanks to the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in caring for conservation land.

The Commission would like to take this opportunity to make special recognition of the efforts of Eagle Scout Aziz Rangwala. By successful completion of four environmental service projects for the Town, Aziz earned the William T. Hornaday Silver Medal from the Boy Scouts of America, the highest award a scout can earn. This is a rare and special achievement, as only approximately 1,100 medals have been awarded over the past 80 years and represents a substantial commitment of time and energy by an individual who has learned the meaning of a conservation/environmental ethic. The Commission deeply thanks Aziz for his efforts and wishes him all the best in his future endeavors.

The Commission

Commission members also participated on other town committees. John Cunningham serves on the Public Works Initiative Committee, Capital Planning Committee, Budget Solutions Task Force and Master Plan Implementation Committee. Jim Gozzo is a member of the Town Forest Committee and is also an Election Officer (Precinct Warden). Marilyn Frank is also an Election Officer (Warden) and serves on the Community Preservation Committee. If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands and other natural resources, please visit the Commission's website: www.westfordma.gov/conservation.

CONSERVATION COMMISSION — CONTINUED

Year	Requests for Determination	ANRAD	Notices of Intent	Emergency Certificates	Violations/Enforcement Orders
2004	12	6	50	16	5
2005	12	5	34	16	3
2006	18	6	28	16	2
2007	17	4	24	7	7
2008	12	5	29	10	5
2009	12	0	29	13	12
2010	15	1	41	7	4
FY '11	13	0	36	7	4
FY '12	13	0	39	13	4
FY '13	8	0	27	6	6

*The work by the Commission involves several types of review: (1) “Request for Determination,” in which the Commission is asked to approve relatively minor work within 100 feet of wetlands; (2) Abbreviated Notice of Resource Area Delineation (ANRAD) in which the Commission is asked to approve a surveyed plan showing wetland boundaries. (NOTE: The ANRAD process was adopted in 2000. Prior to that the Request for Determination filing was used for confirmation of wetlands boundaries) (3) “Notice of Intent,” meaning that an applicant has notified the Town of an intention to build a structure or any type of work in a wetland or the land around a wetland. (4) Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice. The Commission issues Enforcement Orders in relation to violations of the State Act or local bylaw when work commences within a jurisdictional area without a proper permit from the Commission, or work is conducted in violation of the conditional requirements of a permit issued by the Commission.

COUNCIL ON AGING

Helena Crocker
Chair

Nancy Cook
Dorothy Hall
Dini Healy-Coffin
Patricia Holmes
George Rogers
Robert Tierney

The Council on Aging (COA) is here to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information. Our Cameron Senior Center is a focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community.

Our office hours are Monday – Friday 8 AM – 4 PM and we can be reached at 978- 692- 5523. With the senior population of over 4,000 residents, we encourage all that are age sixty and over to stop by and see what we have to offer. Please visit our website at westfordma.gov/coa to gather information on an activity or service we provide. Our monthly newsletter is posted on our website and we will gladly put you on our mailing list by contacting cfrance@westfordma.gov . Our facility is 23,000 sq. ft that was renovated and expanded in 2010. We are air conditioned and have a generator to act as a shelter during power outages and heat waves. Wi-Fi is available for those in need of using the internet.



The staff and volunteers spend many hours focusing on the needs of the homebound to make sure that they remain safe in the community. A strong focus is placed on wellness activities and socialization.

The social work service at the COA provides a wide range of support, consultation, guidance, referral, advocacy, assessment, and resources to residents in need. We strive to focus on the wishes and goals of the individual, while considering the concerns of family, friends, and professionals.

COUNCIL ON AGING – CONTINUED

We work directly with seniors or with families seeking information for their loved ones. We can provide these services in person-office or home visit, by phone, or by email. We have the flexibility to provide one-time consultation as well as in-depth, long-term contact, depending on the needs of the client. As the only department providing social work in town, we also assist younger clients who may be challenged with disabilities, financial struggles, family issues, or other problems. These clients have become more numerous as the financial climate has become more difficult.

We have a full-time, Master’s prepared social worker, who entered the role in July 2012 after the retirement of a respected, long-term employee. This has allowed for new perspectives, while also maintaining much of what has made the department successful over the years. We also have a seasoned, part-time Elder Outreach Coordinator, who received her social work license this year. The two positions allow the department to divide the workload into clinically complex cases and those requiring case management or benefit applications only. It is an effective use of time and skill sets.

In addition to direct services to our clients, the Outreach Coordinator also coordinates volunteers to assist seniors with yard work twice/year, handymen, home repairs through Faithworks, and friendly visitors. She assists with choosing programs that will bring new seniors to the center and focuses on keeping current participants interested.

TRANSPORTATION

Van service provides transportation for the elderly and disabled of Westford to keep medical, nutritional, social, shopping and other appointments. This service operates within Westford and surrounding towns.

The Town uses three vans including two 2007 nine-passenger and a 2011 eighteen-passenger vans. The vans provided transportation to medical facilities, shopping malls, other destinations and Cameron Center activities. The combined transport service covered 59,596 miles. One-hundred-twenty-six individual (unduplicated) seniors and disabled people availed themselves of this service. This table below shows the use by unduplicated riders and mileages for the last five years.

	YEARS				
	2009	2010	2011	2012	2013
Seniors	208	154	147	150	126
Miles	66,549	65,851	66,708	59,712	59,592

COUNCIL ON AGING—CONTINUED

During FY2013, the vans provided:

- Rides for 991 medical and 736 shopping trips.
- Rides for 1518 trips to and from the Cameron Senior Center and other destinations for social, nutritional, recreational and educational functions.
- Rides involved 4,028 total hours and 520 total days for the three vans.

STAFF

We all wish Jeanne Cronis, evening van driver, and Angela Gagne, Volunteer Coordinator well as they moved on to other opportunities outside our Department. Please welcome Alison Christopher, Social Worker; Amanda Lacroix, Volunteer Activities Coordinator; Sarah Duffey, Receptionist and Charles Dutton, Van Driver as they joined our team this year.

Joanne Sheehan, Director of Elder Services
Alison Christopher, Social Worker
Annette Cerullo, Elder Outreach Coordinator
Claire France, Records Supervisor
Marjorie Hunter, Registrar
Jean Mahoney, Registrar
Eugene Jungbluth, Lead Van Admin.
Laura Mitchell, Lead Van Dispatch
Christopher Mitchell, Maintenance
Amanda Lacroix, Volunteer/Activities Coord.
Mary Sudak, Evening Supervisor
Sarah Duffey, Receptionist

Joan Greenwood, Receptionist
Edna MacNeil, Receptionist
Tim Donovan, Driver
John Duffett, Driver
Charles Dutton, Driver
Bill Ewers, Driver
Bob France, Driver
Ed Greenwood, Driver
Al MacGilvray, Driver
Richard Bennett, Nutrition
Betsy Bulger, Seasonal
John Wilson, Seasonal

CULTURAL COUNCIL

The Westford Cultural Council received a total of \$3780 from the Massachusetts Cultural Council to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. This year, the council did not use reserve funds, thus distributing \$3780. In awarding grants, the council seeks to serve a broad spectrum of Westford's population. The council received 25 applications and awarded grants to the following 14 applicants:

Norman Bristol
Chair
Angela McAlister
Treasurer
Patricia Chagnon
Denali Delmar
Celeste Falcone
Brian Pitts
Christine Robinson
Debra Siriani
Lynda Vernalia
Yen Yen Lim

Applicant	Purpose	Grant Amount
Tinknell, Roger	Children's Songs Family Concerts	\$400
The Concord Orchestra	Family Concert 2012: The Composer is Dead	\$200
Robert Creeley Foundation Inc. (RCFI)	13th Annual Robert Creeley Award	\$100
The Discovery Museums	Free Family Learning Nights	\$200
Lovegrove, Vinny	Mr Vinny's Shadow Puppet Show	\$250
West Street Serenaders/Blanchard Middle School	West Street Serenaders Concert Series	\$400
Georgia McAlister for Beyond Words Club	Beyond Words Literary Magazine	\$100
Blanchard Middle School Theatre/MA Educational Theater Guild	Theater Guild Massachusetts High School Drama Festival	\$350
Westford Chorus	30th Annual Concert: "New Frontiers"	\$400
Delvena Theatre Company	Meet Julia Child!	\$395
Nashoba Valley Concert Band	Music concert by the Nashoba Valley Concert Band	\$250
Indian Hill Music	Bach's Lunch concert series	\$135
Contemporary Arts International Inc. (CAI)	2013 Stone Carving Sculpture Symposium	\$350
Sahay, Sunanda	Essence of India	\$250

CULTURAL COUNCIL — CONTINUED

Grants For Current and Previous Years				
Year	Number of Applicants	Number of Grants Approved	MCC Distribution	Grant Total
2013	25	14	\$3,780	\$3,780
2012	27	16	\$3,870	\$4,315
2011	24	14	\$3,785	\$4,000

For more information on the Cultural Council, see our page on the town's website under Community, www.mass-culture.org/Westford or email culturalcouncil@westfordma.gov.

ECONOMIC DEVELOPMENT COMMITTEE

August 10, 2012 began the first year of the Economic Development Committee (EDC). The Board of Selectmen appointed a committee of 12 including two from the Town staff, one liaison from the Board of Selectmen, six residents and three alternates. The Selectmen developed a charge for the committee as follows:

- Advise the Board of Selectmen and other town boards on issues concerning bylaws, policies, regulations, and zoning that foster commercial growth, strengthen the local economy, and are consistent with maintaining the character of our community
- Encourage business investment in commercial zoning districts, increasing the commercial tax base, while minimizing the impact on local services
- Identify changing economic trends and develop recommendations to maximize interest in our community and attract these potential new businesses
- Assist with generating local employment opportunities
- Advocate for state and federal grants, incentives, or for improvement in regulations that help advance our economic priorities
- Promote Westford's identity in the Greater Boston/MetroWest/495/Merrimack Valley area
- Establish relationships and improve communication with local businesses, and act as a liaison for our town in the business community
- Represent our town in the local and regional business associations
- Make recommendations to streamline permitting, licensing, and other regulatory functions; help new business owners navigate our permitting process

Although FY13 was the inaugural year for the EDC, it was a very busy and successful year. Highlights and accomplishments of the committee were as follows:

- Organized the committee to be most effective utilizing sub-committees for specific projects.
- Committee meetings are held monthly on the third Thursday at 8:15am in the Town Hall second floor Main Conference Room. Agendas are published in advance and the public is invited to attend.
- Appointed a Webmaster to develop and maintain the EDC webpage on the Town's website. This webpage includes agendas and minutes for all committee meetings. See EDC webpage at: westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_edc/index.

Thomas Barry
Chair

William Nussbun
Vice Chair

Andrea Peraner-Sweet
BoS Liaison

Jodi Ross
Town Manager

Chris Kluchman
Director of Land Use Management

Ronald Caterino
Eli Demetri
Andrew Stern
Pertti Vulli

Alternates:
Stephan Cannellos
Peter Dervan
Thomas West

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

- Developed a Business Development Plan which included research on Economic Development Incentive Plan (EDIP) and the possibility of Westford becoming an Economic Target Area (ETA) which would allow the potential for applying for State and Federal Grants, and for offering Tax Incentive Financing for business development. The plan also includes updating of the business mailing database, and development of a Westford Business and Community Guide to use as a business and residential marketing tool, and the possibility of aiding in bringing back a Westford Business Association.
- The committee completed the writing and publishing of a “Westford Small Business Permitting Guide.” While the guide may be of assistance to businesses of any size, it is particularly intended to assist small businesses looking to locate or expand in Westford in order to minimize their need for professional assistance, thereby reducing their business costs. The Guide is available on the EDC website.
- Participated in the Lowell Chamber of Commerce Business Expo and Showcase with a booth describing the Westford Economic Development Committee and the business development plan. Valuable contacts were made with participants from surrounding towns.
- Participated with seven local Towns in applying for a Community Innovative Challenge Grant for \$110,000 from the State of Massachusetts to examine transportation needs in the region, ultimately leading to the launching of a Transportation Management Association.
- With assistance from Westford’s Director of Land Use Management and a representative from Northern Middlesex Council of Governments (NMCOG), we submitted an application to the Economic Assistance Coordinating Council of Massachusetts (EACC) for approval to join the 495 Regional Technology Economic Target Area to join with Boxborough and Littleton in being designated an Economic Target Area (ETA).
- On June 26th, Westford was approved by the EACC to join the 495 Regional Technology ETA and was awarded the designation of ETA. This designation allows for Westford to apply for Brownfield Grants from the State, a program of incentives to buyers and sellers for cleanup of contaminated property, as well as giving Westford the ability to offer businesses Tax Incentive Financing, under specific circumstances and with Board of Selectmen and Town Meeting approval. This designation is a major accomplishment for the Town of Westford to have in its marketing toolbox.
- As a side benefit to joining the 495 Regional Technology ETA, we have developed an Inter-Municipal Agreement between Boxborough and Westford, to form a three town Regional Economic Development Committee, including Littleton, to promote economic development in the area.

ECONOMIC DEVELOPMENT COMMITTEE—CONTINUED

- Conducted a Business Breakfast meeting in June with Westford's largest businesses, hosted by Juniper Networks, and attended by 12 businesses and approximately 35 attendees from business, Town staff, boards and committees. Topics included current activities of the Economic Development Committee, updates on residential and business development, regional transportation and accessibility efforts, Littleton Road/Boston Road intersection construction, educational background businesses are seeking in interns and new hires, and a discussion of how the Town of Westford can assist Westford businesses. We also asked for support for the Westford Business and Community Guide to assist the Town in attracting new business.
- Participated at the Westford Strategic Planning Retreat as facilitator of a segment on Economic Development, one of four segments at this year's retreat.
- Currently working on updating the business mailing database to help improve communications between the Town and the business community, as well as development, design, and production of a Westford Business and Community Guide, to be used as a marketing tool for business and residential development. This Guide is being sponsored by Westford businesses.

With the flurry of activities being undertaken by the Westford Economic Development Committee in its first year of existence, we should note that all actions and activities are conducted directly in support of the Committee Charge developed by the Board of Selectmen, the 2009 Westford Comprehensive Master Plan, and the 2012 Board of Selectmen/Town Manager Goals. Without the strong support of the Town Manager, the Board of Selectmen, town staff, the various boards and committees, and particularly the Westford business community, none of our committee work would be successful. Thank you all for your help and support.

EMERGENCY MANAGEMENT AGENCY

Joe Targ
Co-Director

Tim Whitcomb
Co-Director

The Emergency Management (E.M.) Agency provides emergency planning, coordination, and procurement of resources during an emergency. Additionally, E.M. assists citizens, businesses, and the community in responding to, recovering from and mitigating emergencies, both manmade and natural.

During FY13 there were 2 large incidents causing the activation of the Emergency Operation Center and utilization of the Local Emergency Planning Committee. The first, Hurricane/Tropical Storm Sandy, impacted Westford on October 29th with high winds and heavy rain, taking down numerous trees and causing power outages. The second was a Nor'easter given the name of Nemo, or the Blizzard of 2013, which impacted Westford on February 8th into the 9th. Nemo left Westford blanketed in over two feet of snow and caused numerous power outages. The Governor instituted a driving ban, making it illegal to be on the roads, which helped greatly with cleanup measures.

E.M. had submitted for reimbursement to FEMA for the Nemo Storm and expects to receive \$119,004 back to the Town. On May 14 2013, we received \$165,096 for the October 2011 storm and \$13,575 for Hurricane Irene. Since 2010, we have received a total of \$315,654 from FEMA and \$317,860 from MEMA in reimbursements and grants.

We were able to purchase a Kawasaki UTV using our Emergency Management Performance Grant. This piece of equipment was used several times during the year for access to remote areas of Town and is available to Police and Fire.

As we try to maintain our National Incident Management System's (NIM's) compliance we had several personnel complete advanced Incident Command training and had four people complete the All-Hazards Communications Leader and Technicians training using Homeland Security funding.

E.M. attended a sheltering class provided by our Homeland Security Council and participated in a pet sheltering full-scale exercise with the regional boards of health and medical reserve corps.

The 2013 Annual Town meeting appropriated money to purchase a trailer for our sheltering supplies and an AM radio station for emergency notifications to residents.

E.M. completed our annual update of the Town's Comprehensive Emergency Management Plan.

Westford E.M. continues to maintain our membership with the North Middlesex Area Emergency Planning Committee as our Regional Emergency Planning Committee. We also appreciate our longstanding partnership with the volunteers of Police-Amateur Radio Team (PART), as well as the continued support and cooperation of all town departments that work with us throughout the year.

ENERGY COMMITTEE

In 2013, the Energy Committee continued to work towards the goal of supplying energy to the town at reduced cost with lower environmental impact, and decreasing demands for energy use through decreased use and improved efficiency. Our two main initiatives this year were the acquirement of a power purchase agreement with Nexamp and the initiation of the movement to attain status as a “Green Community” through the Department of Energy Resources Green Community Initiative. It should be noted the committee was extremely short-handed for the majority of this year, with Kathleen Canavan ultimately stepping down as vice chair (and secretary). We have some great new active members now and are hopeful to fill our committee in the coming year.

Jeff Geller
Chair
Zhaohui Zhang
Kathleen Canavan
Paul Mucci
Bob Willis
Jim Jarvie

The committee would like to thank Assistant Town Engineer Jeremy Downs and Assistant Town Manager John Mangiaratti for their continued assistance and support. John spearheaded the RFP and power purchase agreement project and coordinated the multiple requirements needed to move the Green Community initiative. We would also like to thank Valerie Wormell, our Board of Selectman liaison, for her guidance and support.

Power Purchase Agreement

In 2010 the energy committee began receiving requests to enter into renewable energy power purchase agreements. Each year the value of these contracts improved due to renewable energy initiatives at the federal and state level (specifically Solar Energy Credits). These incentives created the right moment to pursue a power purchase agreement and in 2012-13 an RFP was made for power purchase agreement contractors. In 2013 these were evaluated by a multi-committee team with town management of which the energy committee was a part and a decision was made to contract with Nexamp. This agreement will supply between 65-75% of our town’s energy at a low rate below 9 cents a kw hour. It is expected that our town will save close to \$300,000-400,000 a year after all the production is online. The work to have this approved and contract negotiated was largely carried out by John Mangiaratti.

Green Community Initiative

At the beginning of 2013 the energy committee was asked to re-evaluate our decision in 2010 not to pursue becoming a “Green Community”. The committee looked at all the pros and cons of becoming a Green Community and looked back at the previous committee’s ideas. In this review it became clear that becoming a Green Community was now in the interest of the town. The committee unanimously agreed to pursue the application for the Green Community, this was confirmed by a unanimous vote by the Board of Selectmen in support.

ENERGY COMMITTEE — CONTINUED

The three specific changes were the support that the DOER was now providing with the application process, the experiences and examples that were now available from other local towns in the program indicating low risk, and the guaranteed grant revenue providing approximately \$130,000 that did not require matching funds or additional cost to the town to receive.

Energy Efficiency / Energy Reduction Plan

In 2013 the committee continued to work with the town offices and the schools to advise on energy efficiency and improvements. There were several examples of programs that had up-front costs that are significant, but ultimately would save the town considerably over the years through higher efficiency. One example would be a school request to look at a \$300,000 upgrade of lighting at our high school. It would save the town \$100,000 a year in energy costs. Though this would have a payoff in only 3 years we are aware that our town is not able to support going forward given current financial conditions. There are initiatives to update our town street lights to LED at considerable savings. There are initiatives to evaluate town parcels for use in solar production or rental for this as well as many smaller initiatives and projects at the town library and police station. It is our hope that through incentives with National Grid and grant funding from DOER through Green Community that we will be able to better pursue these opportunities. These opportunities are being logged and a plan will be submitted in the coming months as required by the Green Community Application.

Conclusions

In 2013 the Energy Committee, despite being very short-handed, was able to make significant progress in achieving energy efficiency and conservation.

ENGINEERING DEPARTMENT

Work on the Littleton Road Reconstruction Project began in 2013 with an anticipated completion date in the Fall of 2014. This 4.7 million dollar project is being funded through the State Transportation Improvement Program, and will include new lanes and pedestrian facilities at the intersection of Boston Road, Littleton Road and Carlisle Road, locally known as Minots Corner. Overall intersection operations and safety will be improved by increasing the capacity of the intersection which has not been updated since 1985. The Engineering Department will continue to work with Mass Department of Transportation, town officials and the designer, Fay, Spofford & Thorndike, through the successful completion of this important project.

Paul Starratt, P.E.
Town Engineer

Jeremy Downs, P.E.
Assistant Town Engineer

Bill Kenison
Engineering Inspector

In 2013, the Engineering Department managed the construction of the Flagg Road, Main Street and Forge Village Road Improvement Project. This project was undertaken in order to replace a retaining wall that was in failure, improve stormwater management and replace a “Y” shaped intersection under yield control with a “T” shaped intersection under stop sign control.

The Engineering Department worked closely with the Highway Department in 2013 to get three more roads accepted at Annual Town Meeting. Rolling Meadow Lane, Rush Road and Misty Lane are now public ways.

This department also has responsible charge for public projects that must meet local, State and Federal requirements for procurement, environmental impact, transportation, safety, zoning and accessibility. Engineering responsibilities for these projects include design, estimates, construction management and inspectional services. Private projects are also reviewed for compliance with town ordinances in stormwater management, traffic and subdivision rules and regulations. In 2012, Engineering was involved with the following public projects:

- Conceptual plans, preliminary traffic analysis and soil evaluation for a proposed fire station in Parker Village.
- Preparation and submission of a Hazard Mitigation Grant Application for the Keyes Brook Culvert Replacement Project on Route 40 (Groton Road).
- Maintenance and operation of the Town Center Sewer System.
- Construction inspection for site work at the Cottages in the Woods Affordable Housing Project on Boston Road.
- Extensive elevation survey of 45 groundwater monitoring wells in support of the Perchlorate Remediation Program.
- Oversight of the Route 110 (Littleton Road) and Boston Road intersection improvements through the final design phase.
- Continued oversight of the landfill gas monitoring program.
- Staff support to the Planning Board, Conservation Commission, Zoning Board of Appeals, Energy Committee and Unaccepted Roads Committee.

ENGINEERING DEPARTMENT—CONTINUED

The Engineering Department works with the Highway Department, Planning, Conservation and Recreation Department to support the operations of the town's infrastructure. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. Key responsibilities are as follows:

- Attend development review meetings and public hearings in coordination with the Planning Board and Zoning Board of Appeals, to review applications for compliance with town standards and appropriate engineering practices.
- Conduct inspections of work within the public right-of-way and on developing parcels throughout the construction process.
- Administer and coordinate engineering consultant contracts.
- Perform minor traffic engineering analyses.
- Respond to neighborhood concerns and requests.

Additionally, the Engineering Department has a lead role in the management of the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the town to meet permit thresholds in order to discharge stormwater runoff into our natural resources. In order to protect and preserve the natural resources in Westford, this department worked with the School Department in a week-long course to teach stormwater responsibility to all fifth grade students through the Living Labs program. Students are introduced to the concept of stormwater, including an outdoor demonstration of a catch basin and rain garden as well as an indoor lab that teaches map reading and watershed principals.

FINANCE COMMITTEE

The Finance Committee is an independent town board whose members are appointed by the Town Moderator for overlapping three-year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town.

To make informed recommendations, committee members regularly consult other committees and town officials. Members of the Committee regularly attend School Committee, Board of Selectmen, Budget Solutions Task Force, and Permanent Town Building Committee meetings, among others, in order to keep abreast of matters with fiscal impact.

- Michael Princi**
Chair
- Ingrid Nilsson**
Vice-chair
- Jeanne Drula**
Clerk
- James Conry**
- Ellen Doucette**
- Gerald Koehr**
- Mark Kost**
- William Taffel**
- Dennis Wrona**

An extensive review process and much deliberation preceded the Committee's FY13 budget recommendations. During this period, the Committee met with the Town Manager, Finance Director, department heads, Board of Selectmen and School Committee to discuss the proposed budgets and to gather information necessary to provide the budget recommendation to Annual Town Meeting. The Committee publishes and mails its recommendations and background information on the budget to all Westford residents before Annual Town Meeting.

In March 2012, Annual Town Meeting passed a \$94,516,030 operating budget for FY13, an increase of about \$2,130,618 (2.31%) over the prior year, with the majority funding the 300 Westford Public Schools budget. \$1,851,115.73 in Free Cash was used to balance the FY13 budget. In the fall, Free Cash was certified at \$6.626,990. The Free Cash balance remaining of \$2,094,476 added to our Stabilization Fund balance as of June 30, 2013 of \$3,425,713, leaves 8.49% of the operating budget in reserves. The goal is to have between 5% and 10% of available funds in reserve. The net effect of these budget elements yielded a tax impact increase of 1.68%.

Fiscal Year 2013 continued to see economic challenges. All collective bargaining contracts expired on June 30, 2011 which left the Town and School officials twelve contracts to negotiate. The Finance Committee would like to recognize the cooperation put forward by the unions, as 11 out of 12 contracts have been settled with a 0% increase in both Fiscal Year 2012 and 2013. In addition, the health insurance premium for enrollees under age 65 increased by 12.67%. The impact of this increase was offset by new growth in the tax levy of \$1,498,000 and an increase to the Hotel and Meals local options excise tax of \$160,000. These financial factors enabled Westford to remain in good financial standing heading into Fiscal Year 2014.

The Committee meets Thursdays at 7:00 pm, weekly during budget reviews and once or twice a month otherwise. Budget Director Dan O'Donnell provides invaluable financial updates and assistance to the Committee.

FIRE DEPARTMENT

Richard J. Rochon
Fire Chief

Paramedic Program

This year was our first full year of around the clock paramedic service. We feel that this brought the best and most efficient emergency medical service to our Town. This year also brought a change to the department as one of our paramedics resigned to pursue other opportunities; we would like to wish David McGloughlin the best in his new endeavors.

Capital Program

This year we had a diesel exhaust removal systems installed for the Center, Nabnasset and Rogers stations. In addition we have received a federal grant for the diesel exhaust system for the station located in the center of town thus saving the town some \$42,840 and would like to thank Captain Barrett for his work on this grant. We also received delivery of our new Tera-Star ambulance.

Grants

We have again received a S.A.F.E grant (Student Awareness Fire Education) for \$5,265.00 which continues to allow us to bring fire education material to the students in our schools. We would like to thank Lieutenant Parsons for his hard work on this important program.

Personnel

This year we had 2 of our Captains retire after their long careers with the Westford Fire Department. Best wishes to Captain Steve R. Ducharme and Captain David A. Woitowicz on their retirement.

Fire Chief
Richard J. Rochon

Full Time Firefighter/EMT's

A-Group	B-Group	C-Group	D-Group
Captain David M. O'Keefe	Captain Joseph T. Targ	Captain James P. Barrett	Captain Mark N. Valcourt
Lieutenant Harold A. Fletcher	Lieutenant Shawn P. Girard	Lieutenant Paul Lemieux	Lieutenant Daniel A. Britko
Firefighter/EMT's Darren Lanier	Firefighter/EMT's William Stone	Firefighter/EMT's William Cashman	Firefighter/EMT's Andrew G. Anderson, Jr.
Joseph D. Delpapa, Jr.	Timothy Hall	Shawn M. Ricard	David A. Devencentis
Michael Denehy	Don Greenwood	Mark Witherell	Donald Post
Susan Smith	James F. Lamy	Tim Vigers	Justin Searles
Justin Geneau		David P. Christiana	

FIRE DEPARTMENT — CONTINUED

Paramedics	Paramedics	Paramedics	Paramedics
John Tuomi	David Levevre	Zachery Driscoll	Timothy A. Bellemore
Dan Quirk	Brian Baker	Ryan Monat	Matt Svatek
Alan Gentile	Kutis Trichy		Scott Florio

On- Call Firefighters and EMT's

Firefighter/EMT's	Firefighter/EMT's	Firefighter's	Firefighter's
Michael Cool	Brian Foley	Peter Dennechuk	James Joncas
James R. Klecak	Ernest W. Pudsey	Kevin Woitowicz	John Fox
Firefighter Stephen A. Wyke	EMT Nancy V. Burns	Auxiliary's Matthew Wyke	

Special Assignment Firefighters

Fire Training Director Capt. David O'Keefe	Fire Investigation Unit Joe Delpapa	Code Enforcement, Emergency Management Co-Director Capt. Joseph T. Targ
Child Car Seat Coordinator William Stone	Fire Investigation Unit Peter Dennechuk	Fire Prevention, Juvenile Fire Setters Program, SAFE, Community Service Officer Lt. Donald Parsons
Grants Captain James Barrett	Hazardous Materials Tech. Lt. Harold Fletcher	Website Information and Support David Christiana

Fire Alarm Operators/Communications

Colin Osgood	Jody Carroll
Brian Feddersen	David Avery

Office Manager
Joseph Joyce

FIRE DEPARTMENT—CONTINUED

Fire Department Call Log

WORKING ON / SYSTEM TESTS	196
AMBULANCE CALLS	1505
REQUEST FOR ALS	751
ASSISTANCE	101
APPLIANCE	5
ENGINE MEDICAL ASSIST	1331
BOX ALARMS	173
TROUBLE ALARMS	64
BRUSH	22
SMOKE IN BUILDING	14
CO DETECTOR	69
VEHICLE	11
FUEL	12
CHIMNEY	1
DISTRICT 6 HAZMAT	20
OUTSIDE ELECTRICAL	32
ALARM CO CALLS	62
NATURAL GAS LEAKS	31
SMOKE INVESTIGATION	144
ILLEGAL BURN	29
ELEVATOR RESCUE	2
LOCKOUT	28
FIRE IN BUILDING	12
WATER PROBLEMS	14
FIRE, OTHER	18
MUTUAL AID OUT	16
MUTUAL AID IN	31
WATER/ICE RESCUE	2
DUMPSTER FIRE	1
TOTAL ENGINE RESPONSES	2245
COOKING FIRE PERMIT	90
BRUSH PERMITS	825
BLASTS MONITORED	11
26F/26G INSPECTIONS	266
FIRE DRILLS	58

FIRE DEPARTMENT — CONTINUED

INCOMING

AMBULANCE		54	
FIRE		31	
LITTLETON	29 Ambulances	10 Engine Companies	1 Brush Truck
AYER	8 Ambulances	1 Engine Company	
MEDFLIGHT	3 Helicopters		
TRINITY	10 Ambulances		
ACTON	4 Ambulances	1 Engine Company	
GROTON		5 Engine Companies	
TYNGSBORO		6 Engine Companies	
CARLISLE		2 Engine Companies	1 Ladder Truck
CHELMSFORD		2 Engine Companies	
LOWELL		1 Engine Company	
NASHUA		1 Engine Company	

MUTUAL AID

OUTGOING

AMBULANCES		42	
FIRE		16	
		BLS	ALS
		AMBULANCES	AMBULANCES
LITTLETON	9 Ambulances	2 ALS Ambulances	2 Engine Companies
ACTON	3 Ambulances	2 ALS Ambulances	
CARLISLE	2 Ambulances		3 Engine Companies
GROTON	1 Ambulance	16 ALS Ambulances	2 Engine Companies
TYNGSBORO	1 Ambulance	1 ALS Ambulance	3 Engine Companies
CHELMSFORD	6 Ambulances		3 Engine Companies
LOWELL			3 Engine Companies

FIRE DEPARTMENT — CONTINUED

Permit Type	# of Permits	Total Fees
Above Ground Storage Tank	1	\$50
Alarm Systems	27	\$1,350
Blasting	11	\$550
Explosive Storage	1	\$50
Flammable Storage	1	\$50
General Permit	2	\$100
Kitchen Ventilation Suppression System	6	\$300
Liquefied Petroleum Gas Tank	33	\$1,650
Oil Burner Install or Alter	33	\$1,650
Residential Resale or Refinance	266	\$13,300
Residential Permit for Installation of Smoke Alarms and CO Detectors	64	\$3,200
Sprinklers	55	\$2,750
Tank Removal	10	\$500
Transfer Tank	22	\$1,100
Underground Storage Tank	4	\$400
Welding and Cutting	3	\$150
Totals	539	\$27,150

BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing state health and sanitary codes. They are charged with protecting the health and safety of the town. The Board of Health's web page is accessible from the Town of Westford's website, at: westfordma.gov/pages/government. Meetings are held the 2nd Monday of the month at Town Hall.

In 2013, the Board of Health continued their proactive approach to protecting the health of the community by updating the Well Regulations, amending the Tobacco Regulations and beginning the process of updating the Hazardous Materials Storage Bylaw.

The following personnel support the Board of Health:

Sandy Collins, R.N.	Director Health Care Services / MRC Director
Darren MacCaughey	Director of Environmental Services
Laurie Lessard	Administrative Assistant
Ray Peachey	Substance Abuse Prevention Coordinator
Ellen Donohue, R.N. /Lisa Slattery, R.N.	Public Health Nurses
Rae Dick	Health Inspector
Arnie Price	Food Inspector
Catherine McLarney /Andrea McKinley	Registered Dental Hygienists
Nancy Burns (grant)	MRC Coordinator
Tracy Griffin (grant)	Secretary

Zac Cataldo
Chair

Joanne Martel
Vice-chair

Michele Pitoniak-Crawford
Secretary

Sue Hanly
Jillian Lokere

Septic	\$17,825	Residential Kitchen	\$1410
Portable toilets	\$105	Mantoux Testing	\$45
Installers	\$5,800	Cholesterol	\$360
Haulers	\$1,575	Immunization	\$60
Temp food permits	\$2,255	Dental	\$460
Soil evaluation & percolation tests	\$12,200	Fines	\$455
Pump and water systems	\$600	Funeral Directors	\$25
Stabling/piggery	\$805	Camping/hotel/motel	\$850
Food	\$35,970	Pool	\$1,785
Frozen dessert	\$460	Beach	\$1,710
Mobile food-catering	\$430	Well	\$1,200
Tobacco	\$2,875	Pap Test	\$30
Farmers Market	\$915	Flu/Pneumonia Reimbursement	\$33,490
Beaver Dam Modification	\$75	Serv Safe Revenue	\$476
		TOTAL	\$130,386

HEALTH CARE SERVICES

Sandy Collins RN
Director

The department's mission is to achieve the highest level of wellness for all residents and employees, by reducing the incidence of illness and death. This is accomplished by assessing community needs, adopting and enforcing health regulations and implementing community strategies to provide affordable quality health care and preventative health programs and services. With the challenges of shrinking budgets we are more dependent than ever on our volunteers, community partners, foundations and grantees to help sustain our needed services.

One service that is highly requested and was a department priority is the establishment of a self sustaining shingles program. This year we were able to raise almost \$10,000 through various gifts and grants to offer our uninsured or underinsured residents the opportunity to receive this valuable and needed immunization. Thanks to all our funders: Emerson Hospital, Westford Charitable Foundations, Friends of the Cameron Senior Center, Whitney Harrick Foundation and Westford Rotary for their support.

Now in its 10th year, membership of our Upper Merrimack Valley Medical Reserve Corps (UMVMRC) has grown to over 550 members. We are very proud of the unit and all they have been able to accomplish. Having established a strong base of volunteers from all walks of life, with a substantial core of the members trained and experienced in a range of disaster skills, the corps was able to make a huge difference in promoting public health programs. Volunteers promoted the "Let's Move!" initiative to combat childhood obesity, and screened hundreds of area residents for hypertension. Members provided free staffing at flu clinics that inoculated thousands against influenza and pneumonia, collaborated with local health departments to provide 72-hour emergency kits at-cost, and delivered presentations to groups of seniors on emergency preparedness.

"Let's Move" activities



CPR training



Flu clinics



In addition, the unit applied for, and was the recipient of grants totaling over \$22,000 to assist with our emergency response and shelter planning. One grant will enhance our regional preparedness effort by using the funds to train teams of MRC members to become better responders during deployments to local disasters. This will supplement a \$15,000 grant received for ensuring that accommodations are made for pets in our community shelter plan. Thanks to Nancy Burns, our energetic MRC Coordinator, for her untiring dedication to the corps. For information about the UMVMRC, visit UMVMRC.org.

HEALTH CARE SERVICES—CONTINUED

Mental health continues to be a vital component of our prevention work. Thanks to Board member Sue Hanly, RN, and Therapist Dianne Walsh, LISW, a monthly support group was started for those families with children with mental health issues. This supplements our participation in PROJECT INTERFACE, a referral assistance program.

The department and town continue to address the issue of domestic violence within the community through the Westford Coalition for Non Violence. Numerous trainings occurred at the schools and resource materials were produced and distributed throughout the town. For more information and a listing of local resources go to www.wcnv.org.

During the year, our Substance Abuse Prevention Coordinator, Ray Peachey, provided regulatory enforcement checks and ensures that our retail establishments do not sell tobacco to youth. Our tobacco regulations were amended to include restrictions on the sale of e-cigarettes. We continue to collaborate with Westford Against Substance Abuse (WASA) offering parent and educational programs.

Our dental health program continues in our schools for students in grades K-6. Dental hygienists Catherine McLarney and Andrea McKinley are committed to providing an excellent oral health program to the students. We also received an additional \$6000 to continue the dental program for senior citizens. The grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors. We are extremely grateful to the Friends of the Senior Center, Westford Charitable Foundation, Whitney Harrick Foundation, and Dr. Schofield and his staff who provide the care.

Long-time public health nurse, Lisa Slattery, RN, moved on to a new position in school nursing. We will miss her and wish her the best in her new endeavors. Our other part-time public health nurse, Ellen Donohue, RN, increased her hours and continues her dedicated service, provided to countless residents through clinical services offered through the department.

The department provides a number of disease-prevention and health-promotion programs to residents and town employees. Included are: lead, cholesterol, diabetes, and hypertension screenings; flu/pneumonia, adult and child immunizations; well child clinics, pap smears, and tuberculosis testing. We follow-up on all reports of communicable diseases and provide home visits to the homebound who need health-supervision visits. We inspect and permit recreational camps. You can access the complete list of services on our website www.westfordma.gov/boh.

As we approach the challenges of 2014, we will continue to promote proactive and preventative public health programs, designed to improve the health and quality of life in Westford. I would like to express our sincere appreciation to the many individuals, town departments, Council on Aging, dentists, physicians, service organizations, school administration, school nurses, and local businesses and organizations who offer their time, expertise and financial support to assist us.

HEALTH CARE SERVICES – CONTINUED

HEALTH DEPARTMENT STATISTICS

School Based Dental Program

Total in program: **260**

Total fluoride/cleaning/screening: **49**

Total number of screenings: **260**

Total number of referrals: Caries: **45**

Orthodontics: **44**

Sealants: **66**

Totals by class:

Kindergarten: **51**

2nd grade: **29**

4th grade: **13**

6th grade: **7**

Pre/1st grade: **74**

3rd grade: **55**

5th grade: **31**

Communicable Diseases		Services	
Campylobacter	8	School Flu Immunizations	367
Norovirus	2	Seasonal Flu immunizations	1819
Giardia	3	Cholesterol Screening	28
Strep Group A	1	Immunizations	27
Strep Group B	1	Pap Smear Clinic	3
Hepatitis C	6	Home Visits	60
HGA	6	Well Child Clinic	2
Legionella	1	Hypertension Screening	248
Lyme Disease	42	Animal Bite Consultation	19
Salmonella	4	Hearing Testing	19
Yersiniosis	1	Tuberculosis Testing	42
Toxoplasmosis	1		
Hep A	1	Educational Programming	
Hep C	6	Number of Programs	13
Hepatitis B	3	Participants	443
Pertussis	3	Employee Health Programs	11
Varicella	4	Number of Participants	190

Documents and Applications Processed

Septic Related		Hauler/Installer Applications	
Portable Chemical Toilet Applications	13	Soil Evaluations & Percolation Testing Applications	83
System Construction Applications	126	Title 5 Inspection Reports Reviewed	284
<u>Well/Water system Related</u>			
New or Replacement Well Applications	16	New or Replacement Water System Applications	12
<u>Recreational Water Related</u>			189
Bathing Beach Applications	14	Bathing Beach Inspections & Testing	24
Swimming/Wading Pool Applications	17	Swimming/Wading Pool Inspections	
<u>Camp/Camping Related</u>			
Day/Overnight & Rec Camp Applications	5	Day/Overnight & Rec Camp Inspection	6

HEALTH CARE SERVICES—CONTINUED

Documents and Applications Processed—continued

Food Service Related			
Annual Establishment Applications	158	Catering Licenses	4
Farmer’s Market Applications	18	Food Establishment Complaints	13
Food Establishment Plans Reviewed	3	Residential Kitchen Application	11
Seasonal Establishment Applications	31	Temporary Event Applications	101
Other Applications Frozen Dessert, Milk/ Cream	101		
Other Miscellaneous			
Stabling & Piggery Inspections	20	Beaver Dam Related Permits & Inspections	8
Building Permits Applications	236	Housing Inspections	39
Pre Demolition Inspections	17	Stabling & Piggery Applications	15

ENVIRONMENTAL SERVICES

**Darren R.
MacCaughey**
Director

Rae Dick
Health Agent

Arnie Price
Food Inspector

This past year, the Westford Health Department presented a variety of health related topics at the Cameron Senior Center. Information was provided on Title V Septic Systems and private drinking water Wells and information on emergency preparedness kits. The successful event was part of the Coldwell Banker's popular series "To Stay or Not to Stay" program.



In the ongoing fight against ticks and Lyme disease, the Westford Health Department coordinated a seminar called ***Managing Ticks On Your Property*** this past Spring which focused on a multifaceted, least/lesser toxic alternatives approach (when effective) in combating ticks in and around the home and garden. Experts including an organic landscaper, an epidemiologist, a holistic veterinarian as well as Health Department staff presented information and participated in a very informative panel discussion that was attended by some 40+ residents from Westford and the surrounding communities.

In taking the next step towards employing the landscaping techniques discussed at the spring seminar, which was aimed at reducing tick exposure, the Health Department identified the playground and field located behind the Nabnasset School (Plain Road) and is currently in the process of putting best practices in place as a model example for residents to view and duplicate. The field and play area behind the Nab School have been transformed into an environment that is less conducive to ticks, by reducing their habitat and creating physical barriers so as to limit tick encroachment. Special thanks to the following groups who supported the effort: Nashoba Vocational Technical High School students, RE Johnson Construction Co., and many other Town departments and staff. The final touches to the project were the perimeter-wide treatment of organic cedar oil which kills ticks on contact, donated by the arborists at Savatree in Lincoln MA, and the addition of permanent, weather proof information stations. These stations offer access to year-round tick bite prevention information. In addition to having the information stations at the Nab School, they are also going up in many other locations around town as a result of a mini grant awarded to the Health Department this past Spring. The stations are scheduled to be installed by the beginning of September so look for them at the Nab School and many, many other locations around town.



ENVIRONMENTAL SERVICES—CONTINUED

The Health Department again offered the nationally recognized Certified Food Protection Managers food safety classes and certification exam at cost for local businesses, clubs, nonprofits, residents and other local organizations. Administered by Food Inspector Arnie Price, a total of seventy people participated in two separate classes and sat for the exam in the attempt to attain this often required food service certification.

Over the course of the year, the Health Department has been approved and received \$2500 in funding to undertake the FDA's Voluntary National Retail Food Regulatory Program Standards. The Program Standards are designed to assist in identifying food program areas most in need of attention and provide effective risk -factor intervention strategies in our regulatory process. This is an exciting endeavor for us and one that will help increase food safety across town.

HIGHWAY DEPARTMENT

Richard (Chip) Barrett
Superintendent

The Highway Department from July 1, 2012 through June 30, 2013 performed the following work:

Town Roads

Regular maintenance and repair of Town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roadways, repair of guardrails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all Town gravel roads, installs berms and curbing, cuts and clears trees from the roadways during and after storms.

This year 4,187 tons of bituminous concrete was used for repair and maintenance of Town roads.

Roads Resurfaced

The following streets were resurfaced with bituminous concrete:

Hildreth Street
Hartford Road

Drainage Town Roads

The following streets had drainage installed:

Nutting Road	30' of drainage pipe
Granitville Road	480' of 12" leach pipe
Hildreth Street	80' of 12" drainage pipe

In addition to the above drainage work, the Department replaced or installed 13 new catch basins and repaired 48 catch basins.

Snow and Ice Removal

The Town of Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process, the Town used 5,121 tons of road salt, 200 tons of sand and 6,000 gallons of liquid anti-icing product.

Following are the dates the Highway Department was called out to treat or plow the Towns' roads:

November 7, 8	1.5" Snow	Salt
December 1	0.5" Snow	Salt
December 2	Black Ice	Salt/Sand
December 16, 17	Snow/Freezing Rain	Salt/Sand
December 26, 27	3" Snow	Salt/Plow
January 29, 30	8" Snow	Salt/Plow
January 6	Light Snow	Salt
January 16	4" Snow	Salt/Plow
January 17	Black Ice	Salt/Sand
January 21	0.5" Snow	Salt
January 28, 29	1.5" Snow	Salt
January 30	Freezing Rain/Black Ice	Salt/Sand

HIGHWAY DEPARTMENT – CONTINUED

February 3	0.5" Snow	Salt
February 6	Light Snow	Salt
February 8, 9	27" Snow	Salt/Plow
February 11	Snow/Freezing Rain	Salt/Sand
February 16	1" Snow	Salt
February 17	2" Snow	Salt
February 24, 25	5" Snow	Salt/Plow
February 27	Snow/Freezing Rain	Salt/Sand
March 6	1" Snow	Salt
March 7, 8	16" Snow	Salt/Plow
March 18, 19, 20	12" Snow	Salt/Plow

We must remember that this is New England and that we should all be prepared for whatever Mother Nature dishes out to us. Thanks to all residents for their patience and cooperation in assisting us with these events.

Our sincere thanks also go to the Board of Selectmen and Town Manager for their full cooperation and support to all members of the Highway Department.

HISTORICAL COMMISSION

David Gutbrod
Chairperson

Brian Alcorn
Vice Chair

Robert Stafford
Treasurer

James Zegowitz
Secretary

John Cunningham
Rachael O'Toole

Phil Gilbert
Alternate

GOALS

The effort of the Historic Commission for the year of 2013, was focused on furthering the goals of the Westford Comprehensive Master Plan 2009.

From this Plan, comes the following distinctive phrases guiding the WHC.

1) Community Vision: An integrated approach to protecting the Town's architectural heritage, including regulations, policies, incentives, and public education. Westford's historic landscapes will be cherished and protected as irreplaceable public assets.

- 2) Cultural and Historic Resources: Comprehensive Goals and Recommendations,
- a) Expand The Westford Historical Commission's role in town planning.
 - b) Hiring of Preservation-Planner and /or staff support for Commission.
 - c) Research state matching grant programs from the Massachusetts Historical Commission (MHC).
 - d) Promote cultural appreciation through media, performance and visual arts
 - e) Continue the town's activities to archive historical records.

ACTIONS

With these ambitious goals, the commission, with the help of CPA funding, retained the services of a historic planner for a one year position. In addition, through the help of former Land Use Director Angus Jennings, the Commission is alerted to building permits and possible historic resource infringements through scenic road, structural, and other permits filed with the town. This enables early recognition of a resource that could be lost and gives the Commission the option to respond when necessary.

One major ongoing project for the Commission is the care and custody of the Westford Museum. This multi-component rehabilitation has required the input of several preservationist and structural groups that enabled the Commission to create a properly ordered list of tasks to perform on the maintenance of the 18th century building.

With the assistance of Assistant Town Manager, John Mangiaratti, the Request for Quotation for structural work to be performed next spring and summer (2014) has been completed.

HISTORICAL COMMISSION – CONTINUED



Structural Detail for the repairs to the complex beam support for Museum Bell Tower.

For this extensive project, the CPA funding has played a critical role in the planning and implementation of architects, a preservation timber framer, and contractors to be used.

In addition, the Historic Commission is completing the application for a partial matching fund grant from the state (Massachusetts Historical Commission) to assist in the cost.

In order to engage the community in this and other projects, several methods to "promote cultural appreciation" have been performed.

One visual tool was the 3-D scan of the museum, from which the above picture was taken. This has allowed for a larger group in Westford to see the inner workings of the museum both structurally and visually. It has the future potential to reach out to those unable to visit the museum, engage with school groups through an interactive software, and as a very detailed historical record of the museum structure.

Secondly, the commission invited a speaker in January to enlighten the community on the historical treasure that is the Town Farm Building. This energetic talk gave new insights into the unique history of the Westford Town Farm and how it relates to the nation's early history of caring for those in need. The Commission hopes to expand on the use and care of this town resource in the coming years.

HISTORICAL COMMISSION—CONTINUED



Historical Commission & Society on Town Farm presentation (Museum, Jan. 2013)

Finally, the ongoing volunteer scanning of the archives to the town website is a slow and steady process. The addition of each street in town with historical resources for the public to access is an essential goal of the Commission. The digital copying of these pictures, forms and stories is both to safeguard their protection and to make them available to the public at large with the convenience of the website.

By following the guidance of the Master Plan, in addition to those noted above, the largest and most ambitious endeavor for the Commission has been the update of the Demolition Delay Bylaw. Without the Historic Planner Dianne Siergiej, and the efforts of current Director of Land Use Management Chris Kluchman, the commission would not have been able to submit this at the Town Meeting on Oct 21, 2013.

This Demolition Delay Bylaw update was the result of community survey, initially caused by historic resources under threat, already demolished or irreparably changed, and the very detailed work required to fit within Massachusetts General Law and the communities that have already taken advantage of strengthening this bylaw.

HOUSING AUTHORITY

The Westford Housing Authority (WHA), established in 1971, is the local body responsible for the expenditure of State and Federal housing grants. The Authority currently owns and manages 87 units of subsidized, rental housing for the elderly/disabled, families and persons with special needs. In addition to the State public housing inventory, the Authority owns three condo units at the Brookside Mill Condominium Complex. These homes are rented to moderate-income tenants.

Christine Pude
Executive Director

Janet Berube
Muriel Drake
Carol Engel
Nancy Wimberg

The WHA is the property manager for the 36 unit, federally-funded Village at Mystery Spring, supportive living development for seniors. At the end of fiscal 2013 the wait to be housed at this complex was approximately five years.

The WHA's housing programs are subsidized and regulated by the Commonwealth and Federal government, and receive no funding through Westford's annual operating budget.

A Board of Commissioners, four of whom are elected by the town for five-year terms and one who is appointed by the Governor, set policy and oversee the Authority's operations. The Executive Director, Christine Pude, and her staff carry out the day-to-day activities. Board members meet monthly on the second Thursday of the month at 7pm, alternating locations between senior developments located at 65 Tadmuck Road and 7 Cross Street.

In the fall of 2012, Phyllis Koulouras resigned her position on the Board after serving almost 20 years as a Commissioner. Janet Berube was elected to fill the vacant position in the May 2013 town election. Also in the May 2013 election, Commissioner Scott Hazelton was elected to serve on the Board of Selectmen and was required to step down from his position on the Housing Authority. Nancy Wimberg was appointed to represent the WHA on the Community Preservation Committee, replacing Mr. Hazelton.

During fiscal 2013, the WHA applied for and received a number of modernization awards from the Department of Housing and Community Development for our State subsidized developments. The Authority also received a grant in the amount of \$25,000 from Westford's Affordable Housing Trust Fund to supplement the State awards. The combination of these funds has been used to replace electrical subpanels in 48 elderly/disabled units, repair and upgrade handicapped walkways at our special needs homes and carry out repairs to parking lots and driveways in our housing complexes. Several new modernization initiatives are scheduled.

In addition to State modernization grants, the WHA has been successful in securing approximately \$130,000 in energy conservation work through National Grid's multi-family energy conservation programs.

HOUSING AUTHORITY—CONTINUED

Improvements included additional insulation and weather stripping, water efficiency devices and the replacement of two antiquated heating and hot water systems in our Graniteville elderly housing buildings.

The Housing Authority continues its duties as the one-stop affordable housing resource for the Town of Westford. By serving as staff to the Affordable Housing Committee and the Affordable Housing Trust Fund, the Executive Director is able to coordinate and oversee many aspects of the affordable housing program in Westford. This allows interested parties to call one agency to get answers to their questions regarding the purchase/rental, re-sale or construction of affordable units. Residents may contact the Housing Authority by phone (978-692-6011) or at westfordhousing@westfordma.gov.

The work of housing income-eligible, first-time home buyers continues at the Cottages in the Woods and Graniteville Woods. The veterans' housing development on Carlisle Road received funding from the State in the spring, 2013 funding round and plans to move forward as soon as possible. Although the Stony Brook II development was not selected for funding in the last application round, a second application was submitted this summer. The Town's percentage of affordable housing remains at 7.21%.

HUMAN RESOURCES DEPARTMENT

The Personnel Advisory Committee meets as needed to review personnel policies, pay & classification plan changes, and job descriptions.

The Human Resources Department goes out to bid for all Town and School health and voluntary insurances to ensure that we obtain the best possible rates for our needs.

Managing the health insurance continues to be a top priority and challenge with changing legislation, federal reform and trends that affect premiums and coverage levels. This was an extremely busy for office staff as we changed health insurance carriers from Tufts Health Plan to Blue Cross Blue Shield (BCBS) for over 1,200 of our employees and retirees who are actively insured on these plans. The Town ensures approximately 60% of those who are eligible for coverage. The carrier change and considerable decrease in our utilization resulted in a 1.44% premium increase for the PPO and HMO's, compared to 12.67% in FY13.

Switching to the BCBS Medicare supplemental plan that runs in conjunction with Medicare Part "B" resulted in a significant premium decrease of -36.55%. This premium decrease reduced the Town's OPEB liability from an estimated \$72 million to \$22 million.

The Town also changed carriers for all of its voluntary lines of coverage that resulted directly in employee premium savings. The Town does not contribute to these plans.

The Human Resources Department works closely with all departments, employees and retirees to ensure compliance with state, federal and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as work place violence and sexual harassment policies.

The HR Office manages the administration of the following areas:

Insurance

- Plan negotiation and administration for all insurances for town and schools
- Benefits changes and enrollments
- Credible coverage notices and general notices for Town and School employees and retirees
- Coordinating open enrollment for Town and Schools
- Self-pay and COBRA payments
- Monthly Auditing of all benefit bills
- Long term disability, short term disability and life insurance plans
- Workers Comp for Town and School
- Administration of police & fire accident insurance (111F)
- Medicare Part "D" reporting for town and schools (\$107,000 for FY12)

Pamela P. Hicks
Director of Human Resources

Deborah Fleming
Benefits Coordinator

Bettianne Steffero
Administrative Assistant

Personnel Advisory Committee
Susan Flint
Joan Bennett
Judith Ramirez

HUMAN RESOURCES DEPARTMENT – CONTINUED

Retirees

- Town retirement, including communication, benefits, and providing support to retirees in conjunction with the Middlesex Retirement System, Mass Teachers Retirement System & PEREC for over 400 retirees.
- Maintain retiree contact information
- Provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for Town and School

Employment Pay and Classification Plans

- Conducting surveys and drafting changes
- Writing and reviewing job descriptions
- Working with PAC to prepare recommendations to Town Manager

Administration

- Maintaining all permanent personnel records
- Ensuring ADA compliance
- Handling Family Medical Leave Act leaves
- Human Resource Information System
- Workers compensation reporting for Town & Schools
- Employee Accruals
- Annual rollover of the payroll system

Accounting

- Flexible Benefit Plans
- Monthly benefit withholding audits
- Authorize payments of Town and School benefit accounts payable
- Process turnovers

Communication is always a priority and the department maintains an open door policy with department heads, employees, and retirees to assist and advise on a broad range of personnel issues. The Employee Assistance Program (EAP) is available to all employees in a completely confidential manner. Town and School Human Resource Departments work closely to ensure consistency and accountability in the day-to-day administration of shared responsibilities.

The Human Resources web page can be found at www.westfordma.gov under Town Departments.

J.V. FLETCHER LIBRARY

FY13 was notable for the J. V. Fletcher Library's launch of new initiatives and collections to the Westford public, including:

Ellen Rainville
Library Director

- Creating a *Fletcher Library Mobile App* for smart devices
- Creating *YouTube tutorials* for ebook access
- Generating QR codes for library publicity releases
- Purchasing *Wowbrary - a New Materials @ the Library Service*
- Co-hosting Westford's second annual *Buy Local-Read Local* Westford Authors event, along with the Westford Museum
- Sponsoring a state of the Art *Technology Petting Zoo*
- Collaborating with the Westford Highway Department for the library's Apple Blossom Parade entry – *Dig Into Books!*
- Purchasing *Non-Profit Consumer's Checkbook, Career Transitions, Consumer Health Complete, Price It! Antiques and Collectibles*, and *Gale Legal Forms Library* databases

“The Fletcher Library defines ‘AWESOME’ as it applies to Libraries, especially your wonderful staff. Thanks for the memories.”

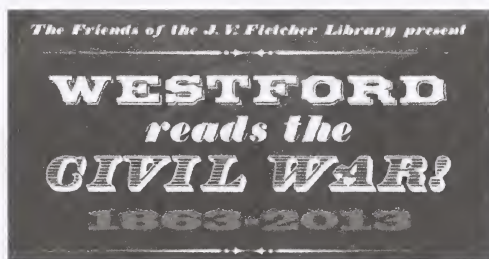
Planning

In early FY13, the J. V. Fletcher Library completed the *J. V. Fletcher Library Strategic Plan 2014-2018* and submitted it to the Massachusetts Board of Library Commissioners. Westford respondents gave library staff the *highest* overall marks for excellence, while parking was deemed *least satisfactory*. This community input resulted in the Library's priority capital request for FY14 being a parking lot assessment and re-design. Facility and space comments supported the Library in its pursuit of a state-funded Planning and Design grant to assess the needs and feasibility of future space enhancement. The *J. V. Fletcher Library Strategic Plan 2014-2018* provides the future goals, objectives and activities to actualize the community findings and preferences revealed during the planning process in focus groups, community surveys and facilitated sessions.

Programs:

Westford READS!

What would happen if all of Westford read the same book? We found out this past winter by hosting Westford **READS!** in celebration of the 150th anniversary of the Civil War. Whether you chose to read our free giveaway titles, March by Geraldine Brooks, our fiction selection based upon the war experiences of chaplain Bronson Alcott, the “father” in Little Women, or Tony Horwitz's rousing Confederates in the Attic, a non-fiction journey into the Civil War battlefields with modern re-enactors, discovery of our Civil War heritage beckoned. Most local and personal - excerpts of the



J.V. FLETCHER LIBRARY — CONTINUED

Further, through movies, music, historical lectures, author presentations, bus tours and teas, adult and juvenile participants explored how the defining conflict of nineteenth-century America shaped our past and our shared future.

Highlights of the four-month Westford **READS!** initiative included the following:

- *Civil War Days* Juvenile Program
- *Tea Party With Louisa May Alcott*
- The Mostly True Adventures of Homer P. Figg Juvenile Book Club
- Chasing Lincoln's Killer Juvenile Book Club
- *Tour & Shop the Orchard House in Concord*
- The Caning Author Program
- *Making Sense of the Civil War*
- Louisa May Alcott: The Woman Behind Little Women Author Program
- *The Abolitionists in Massachusetts*
- *Songs of the Blue and Gray*
- *Life and Times in a Civil War Hospital*,
- Militia Re-Enactment of the Massachusetts 22nd Volunteer Infantry



New Youth Services programming in FY13 included:

- A series of American Sign Language story times
- A Start U. Reading program featuring *Elmo* provided by the Massachusetts Education Financing Authority (MEFA)
- A Stuffed Animal Sleepover celebrating *Take Your Child to the Library Day*
- A librarian-led original script and production of *Scooby Doo and the Mystery at the J. V. Fletcher Library*
- A librarian-led *Angry Birds Invade the J. V. Fletcher Library* program



Adult programming offered the monthly Library Book Discussion Group and the *Westford Job Seekers Network* which offers weekly motivational and practical sessions to job seekers free. Other adult program benchmarks of FY13 included:

- Revamping Your Closet
- *The Thief on the Cross* by local author Dave Brody
- Beekeeping with Birgit deWeerd
- Technology Petting Zoo
- iPad Basics
- Ghostly Encounters
- Half an Hour a Day Across Massachusetts
- The Nutcracker Suite Piano Concert
- *Legendary Locals of Lowell* with Richard Howe
- *Visit Nepal*



J.V. FLETCHER LIBRARY—CONTINUED

The three FY13 Summer Reading Programs (child, tween and adult) netted over 2,000 registrants from June 2012 through August 2012. with hundreds of program attendees. The 2012 themes were: *Dream Big Read* (Juvenile); *Own the Night of the Living Read* (Tween/Teen), and *Between the Covers* (Adult). Ushering in the busiest season of the Library year – circulation increases 33% in the summer - these program-packed summer weeks were funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System.

Gift- and Grant-Funded Initiatives and Awards

The library thanks those gracious donors who gave to the Friends' fall 2012 "*Download and Discover!*" campaign to raise and supplement Town funds for media and technology purchases. The Friends are also thanked for funding passes to multiple museums and for comprehensively funding the Westford **READS!** community-wide reading initiative and for ALL the ways their support expands and enhances daily library service.

We thank the Westford Garden Club for their on-going gift of passes to the popular Tower Hill Botanic Garden facility in Boylston and for the beautification of the library's Main Street entrance.

The J. V. Fletcher Library was honored to host a Dedication Reception in July 2012 and to provide a space of sanctuary and remembrance commemorating Olivia Marchand via a wall-hung copper water fountain in our lower hallway.

Administrative, Fiscal, Personnel and Volunteer News

Again in FY13, the Friends of the J. V. Fletcher Library Inc. supplemented the materials budget with a \$23,000 gift, and one-half of the library's MVLC annual membership was paid with State Aid to Public Libraries funds. The Library thanks all management and union staff here for their flexibility, creativity, originality and teamwork, as library programming, circulation and attendance increased, despite holding the line on costs.

"This is such a nice library. Staff are so warm and friendly."
-A Library Patron

We especially thank Eagle Scout Andrew Olsen and Troop 159 for his Eagle Scout exterior shed project, constructed to afford additional storage space for assorted library projects.

We also note the *Link to Literacy* program, under coordinator/volunteer Elizabeth Elliott, which pairs tutors and pupils in English as a Second Language and basic literacy tutoring.

Professional Development and Town Civic Activity

Library staff continued to be active in various professional organizations, with director Ellen Rainville serving as MVLC Past-President, Nancy Boutet serving as President of North of Boston Youth Services (NOBS) and also as the Youth Services Section liaison to the Massachusetts School Library Association (representing the Youth Services Section of the Massachusetts Library Association).

J.V. FLETCHER LIBRARY—CONTINUED

Staff pursued professional development by attending sessions hosted by the Massachusetts Library Trustee Association/ Massachusetts Friends of Libraries, New England Library Association, Massachusetts Library Association and its affiliates, NOBS, and the Massachusetts Library System. Staff was also active in participating on Merrimack Valley Library Consortium (MVL) network committees. Management staff throughout the year participated on numerous town management committees and initiatives. The Board of Library Trustees is here thanked for their sponsorship of professional memberships and conference attendance for multiple library staff throughout the year.

Facility and Space Issues

Facility and space constraints continue to limit collections and genres, impact technological offerings, curtail programs, and diminish library outreach and service to the community. As a result, the Board of Library Trustees received \$20,000 at the March



2012 Annual Town Meeting as matching funds to apply for a competitive "Planning and Design/Feasibility" grant in FY13. Findings from this grant should poise the town for the next competitive matching grant round for the Commonwealth's *Public Library Construction Grant* in FY16 or 17. While completely cognizant of the current fiscal climate, the Board of Library Trustees and library administration are committed to planning for 21st century library services for Westford residents in a facility

designed for those services. The most recent renovation is now twenty-five years old.

In FY13 the Library tackled systems and maintenance issues within the facility, one via the Finance Committee's generous support of a Reserve Fund Transfer

- Replaced Heat Pump #3
- Installed a chilled water bubbler
- Installed a Piano Saver System
- Addressed maintenance and safety issues identified in MIIA Insurance walkthroughs
- Funded, via the Friends of the J. V. Fletcher Library, Inc. fiction stack carpeting, new stack ends, stack labels, and a new drive-through book drop



J.V. FLETCHER LIBRARY—CONTINUED

Library Staffing FY13:

Director -- Ellen D. Rainville

Asst. Director – India Nolen

Senior Librarians:

Head of Circulation – Holly Sheridan-Pritchard

Head of Youth Services – Nancy Boutet

Head of Reference & Information Services – Kristina Leedberg

Automation/Systems/Head of Technical Services -- Dina Kanabar

Staff Librarians:

ILL/Serials Librarian – Sarah Regan

Young Adult Specialist/Asst. Youth Services – Kira McGann

Local History/Genealogist – Virginia Moore

Substitute – Maureen Barry, Charles Schweppe

Library Associates:

Cataloger/Classifier – Alla Brovina

Fine Arts/AV Librarian/Acquisitions/Fund Accounting – Carol McCahon

Juvenile Reference/Program Assistants – Ellen Apicco, Jacki Dibble, Seana Rabbito

Data Entry & Statistics/Patron Registration – Pat Matheson

Circulation and Reader's Advisory – Jean Butler; Laura Fowler; Mayleen Kelley;

Judy Madsen, Paula McWilliams, Deborah Santoro, Chantale Shepard, Seana

Rabbito, Substitute – Amy Spadano

Library Technicians:

Order and Acquisition Receiving – Karen Welz

Inter-Library Loan Support -Julia Franzek, Lauren Evans

Substitute – Mary Boutet

Maintenance Worker I – Dennis Mulligan

Maintenance Worker II – Evelyn Desharnais; Carole Climo

Records Supervisor/Administrative Analyst – Zoe Daniel

Library Pages (4)

Volunteers (averaging 32 hours per week or .85 FTE)

J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	7,194	6,913	5,755	6,150	5,473	5,287	6,906	6,056	6,596	6,284	6,052	6,270	74,936
Young Adult Books	2,700	2,574	1,687	1,499	1,286	1,267	1,469	1,550	1,673	1,666	1,570	2,234	21,175
Children's Books	14,321	12,460	10,408	12,252	10,528	8,975	11,671	11,616	11,889	11,237	10,662	14,001	140,020
Adult Magazines	847	923	633	754	638	511	860	784	761	666	663	672	8,712
Young Adult Magazines	30	50	22	34	11	3	8	13	12	12	10	21	226
Children's Magazines	134	167	106	140	131	84	107	175	159	142	154	150	1,649
Adult CD's	1,971	2,265	1,904	1,576	1,476	1,653	1,921	1,530	1,904	1,718	1,871	1,841	21,630
Young Adult CD's	176	216	155	101	104	109	87	102	102	103	147	140	1,542
Children's CD's	374	337	239	247	265	207	289	219	257	294	256	301	3,285
Adult Cassettes & Books on Tape	26	46	33	17	11	20	18	8	8	8	14	11	220
Young Adult Audio Books	1	3	3	3	1	2	4	0	0	2	0	2	21
Children's Cassettes	17	12	7	10	21	13	16	8	6	4	8	4	126
Adult Videos	1,885	1,918	1,521	1,388	1,473	1,765	1,779	2,226	1,828	1,568	1,602	1,548	20,501
Young Adult Videos	4	12	7	0	6	4	2	7	1	4	5	12	64
Children's Videos	1,107	1,044	635	732	748	639	786	984	777	696	606	803	9,557
Downloadable Overdrive	561	596	506	472	506	525	637	570	729	741	657	721	7,221
Downloadable OneClick Digital	18	26	38	29	27	26	38	37	36	34	30	47	386
Freegal Music	250	250	253	247	250	252	248	250	250	248	253	223	2,974
Tumblebooks	34	51	54	67	51	124	58	157	759	84	138	729	2,306
Adult Electronic Format	0	1	0	0	1	2	0	1	0	0	0	0	5
Young Adult Electronic Format	0	0	3	0	0	0	0	0	0	0	0	0	3
Children's Electronic Format	26	48	36	36	27	39	48	29	32	25	25	33	404
Adult Miscellaneous	4	14	31	20	12	17	8	15	16	19	8	20	184
Young Adult Miscellaneous	1	0	0	0	0	1	0	0	0	0	0	0	2
Children's Miscellaneous	21	10	9	8	2	0	1	3	3	6	2	3	68
Museum Passes	295	330	153	141	132	157	155	134	168	226	205	218	2,314
Adult Playaways (Scat 1267)	163	167	163	176	136	154	179	185	184	171	162	182	2,022
Children's Playaways (Scat 1270)	169	179	100	113	142	116	133	153	137	130	113	199	1,684
Homebound (BWF)	78	71	66	83	81	86	67	83	74	61	92	60	902
Foreign Language Deposit	14	25	15	17	18	14	10	14	5	15	7	11	165
TOTAL :	32,421	30,708	24,542	26,312	23,557	22,052	27,505	26,909	28,366	26,164	25,312	30,456	324,304

J.V. FLETCHER LIBRARY – CIRCULATION STATISTICS

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Previous Year FY12:	32,183	32,123	25,979	24,468	24,678	23,174	26,255	27,186	27,272	24,590	24,148	30,453	322,509
Percent Change:	0.74%	-1.40%	-5.53%	7.54%	-4.54%	-4.84%	4.76%	-3.02%	4.01%	6.40%	4.82%	0.01%	0.56%
OPAC Renewals	2,501	2,700	2,454	2,426	2,249	2,154	2,356	2,425	2,511	2,595	2,268	1,995	28,634
Renewals	2,991	2,724	2,339	2,566	2,558	3,051	2,628	2,606	3,274	3,536	3,829	2,332	34,434
Network transfers IN	4,436	4,499	4,381	3,980	3,328	3,283	4,149	3,701	4,006	3,709	3,513	3,504	46,489
Network transfers OUT	2,962	2,924	2,510	2,656	2,430	2,397	2,484	2,433	2,839	2,612	2,613	2,553	31,413
Inter-Library Loans IN	29	30	36	54	40	66	75	53	47	41	42	40	553
Inter-Library Loans OUT	13	10	10	13	8	15	12	10	12	21	17	8	149
Database Sessions, Fletcher													8,857
Database Sessions, MVLC/Region													3,681
Reciprocal (LOANED)	1,792	1,538	1,514	1,637	1,473	1,466	1,683	1,625	1,632	1,615	1,696	1,593	19,264
Reciprocal (BORROWED)	4,026	3,512	2,891	2,855	2,910	3,011	2,818	2,807	3,015	2,946	3,137	2,633	36,561
Hold Requests	5,153	4,917	4,487	3,735	3,417	3,355	4,538	3,817	4,375	3,983	3,835	4,383	49,995
New Registrations	102	117	77	96	46	57	74	67	76	64	54	89	919
Total Reciprocal	5,818	5,050	8,969	8,323	7,846	7,889	9,113	8,316	9,098	8,608	8,722	8,698	55,825
% of Circ to Reciprocal	17.95%	16.45%	36.55%	31.63%	33.31%	35.77%	33.13%	30.90%	32.07%	32.90%	34.46%	28.56%	30.31%
Meeting Room Reservations	117	125	98	172	174	132	142	162	153	179	197	168	1,819
Days Open	25	27	23	25	23	24	29	25	29	29	28	25	312
Hours Open	231	246	216	231	209	212	235	221	228	243	228	227	2,727
Library Website Sessions	9,382	8,845	7,857	8,086	6,902	6,725	8,786	8,890	8,881	7,540	7,297	8,544	97,735
Internet Users	407	429	438	424	393	328	369	332	380	423	390	310	4,623
Adult Program Attendees	41	120	75	200	124	162	87	140	188	229	149	87	1,602
Adult Programs Offered	5	7	5	8	6	6	5	7	9	10	7	6	81
YA Program Attendees	141	108	0	36	31	53	12	53	0	43	45	1,707	2,229
YA Programs Offered	6	3	0	2	2	3	1	2	0	4	2	24	49
Childrens' Program Attendees	915	671	392	1,812	1,320	322	2	1,081	1,668	1,145	1,038	1,412	11,778
Childrens' Programs Offered	12	5	4	42	29	9	3	34	34	29	11	25	237
Average Circ Per Day	1,297	1,137	1,067	1,052	1,024	919	948	1,076	978	902	904	1,218	1,039
Sum of previous year FY12:	32,183	32,123	25,979	24,468	24,678	23,174	26,255	27,186	27,272	24,590	24,148	30,453	322,509

TRUSTEES OF THE J.V. FLETCHER LIBRARY

Susan Flint
Chair

Hajo Koester
Treasurer

Buffie Diercks
Secretary

Kathleen Canavan
Marianne Fleckner
Robert Price

The J. V. Fletcher Library Board of Trustees is an elected six-member board empowered by Massachusetts Commonwealth law to set policy and oversee the administration of the library. Two Trustees are elected annually and each serves a three-year term. Elizabeth (Buffie) Diercks was re-elected and Kathleen Canavan was elected for the first time in the May 2013 town election. We extend our thanks to retiring Board member Jack Wrobel, who stepped down from the Board in May after nine years of service.

PROGRESS TOWARDS TRUSTEE GOALS

The Library Board of Trustees set the following goals for FY13:

- Pursue funding for the re-design of the library driveway, islands, traffic flow, book drop location, dumpsters and parking lot as a FY14 capital request
- Advocate to restore the library operational services and annual appropriation to meet the Municipal Appropriation Requirement for FY15
- Further the library expansion project by financially supporting the library management team in the creation and development of the building program document
- Further the objectives of the *Library Strategic Plan* by funding two staff-determined staff development activities and two facility improvements.



RE-DESIGN OF THE LIBRARY DRIVEWAY & PARKING LOT

This goal will remain as one of our goals through FY14. The Trustees continue to work with the town to pursue a re-design of the library driveway and parking lot which is needed to improve traffic flow, allow us to relocate the book drop and the dumpster, increase driveway safety, improve our parking lot lighting and increase parking. Parking at the library can be difficult at times, and since we always strive to serve our patrons in an exemplary fashion, it is important to re-design the parking lot as soon as possible. This will increase the safety of our patrons while walking and parking at the library and also allow better access for emergency personnel.

LIBRARY OPERATIONAL SERVICES

The Trustees are committed to restoring the library's operational budget and meeting the Municipal Appropriation Requirement (MAR) level set through regulation by the Commonwealth of Massachusetts Board of Library Commissioners in FY15. We will continue to advocate for this during all committee and town meetings.

LIBRARY EXPANSION PROJECT

The five-year *Library Strategic Plan* document was completed under Nancy Rea, facilitator and writer/advisor to this project.

TRUSTEES OF THE J.V. FLETCHER LIBRARY - CONTINUED

This plan highlighted the challenges we face within our current building, and sets objectives and activities through 2018. The next Massachusetts Board of Library Commissioners Public Library Construction grant round is projected for FY16 or FY17. The Trustees requested and received a 2-for-1 \$20,000 capital request at the March 2012 Annual Town Meeting to allow the Library to apply for a competitive Planning and Design/Feasibility Grant. The Commonwealth has since vowed to match \$25,000 in local monies with up to \$50,000 in state funds, through this competitive grant process. Throughout the next two years, and further, the Trustees will continue to support and advocate for study, assessment and ultimately the award of a construction grant for library renovation and expansion. The Trustees have contacted the Permanent Town Building Committee to begin working with Trustee representatives and the Library Director on feasibility issues and expansion alternatives. The Trustees will hold public forums to get feedback on the proposed design plans for the library. We are all happy with the cosmetic renovations that have occurred in the library over the past six years – and most appreciative of the Friends of the J. V. Fletcher Library, Inc. and the many donors who contributed to these improvements - but this does not negate the fact that we do not have adequate space in our current facility. Inadequate space constrains the services, programs, collections and materials that we can provide to our town.

STAFF DEVELOPMENT

It is important for library personnel to stay current in their field. Therefore the Trustees will continue to fund two staff-determined development activities. In the past, these activities have included MS Office training, emergency procedures, conference and workshop attendance and strategic planning activities.

FACILITY AND SERVICE PROGRAMS

The following service changes occurred in FY13. The library re-opened on Monday mornings year round and opened full-day summer Saturdays. Sunday hours were funded from January-April, and we instituted Homebound Services for Westford seniors and homebound patrons. The library remains constrained by space and inadequacies of our physical building even though cosmetic changes have significantly improved the appearance of almost all public areas. Even though our town, state and country face fiscal uncertainty, the library still needs a building expansion in order to continue serving a town in a high-quality manner. Additional space is needed for new collections, technology, more meeting and study rooms and more appropriate office and storage space.

TRUSTEE COLLECTIONS, TRUST FUND AND BOARD ACTIVITIES

The Board received a \$25,000 bequest from our late former volunteer, Gertrude Houghton, which was conveyed to the Foundation Committee. We thank Gertrude and her family for this very generous bequest. As permitted by library policy, Board Trust Funds paid for membership and dues; the Staff and Volunteer Recognition Brunch; petty cash; printing of our semi-annual events mailer; library management team tours of surrounding new libraries; and the final costs related to our strategic planning activities. The five-year Library Strategic Plan was submitted to the Massachusetts Board of Library Commissioners (MBLC) on October 1, 2012.

TRUSTEES OF THE J.V. FLETCHER LIBRARY- CONTINUED

LIBRARY POLICIES, REVISED OR APPROVED

The Trustees work with the Library Director throughout the year to ensure our library operating policies are compatible with the current facility, the latest technologies and the best practices in library operations. The following policies were revised and approved:

- Policy on Library Financial Assets (7/9/2012)
- Policy on Sale of Tickets, Raffle Tickets, Articles, etc. (7/9/2012)
- Code of Ethics of ALA (11/15/12)
- Code of Conduct (1/7/2013)
- Policy on Report of a Missing Child (1/7/2013)
- Volunteer Policy (5/6/2013)

PROFESSIONAL DEVELOPMENT AND ACTIVITIES

In addition to library staff development, the Trustees are also committed to their own continuing education. Board members and Library personnel attended the Massachusetts Library Trustee Association (MLTA) and the Massachusetts Friends of Libraries (MFOL) annual meetings and workshops in 2012. We also advocate for legislation that will have a positive impact on all Commonwealth libraries and participated in strategic planning with the Town. Trustee members often attend Board of Selectmen, Finance Committee and other board meetings to participate in town-wide discussions that can affect the library department.

RECOGNITION

The Board of Trustees thanks the library staff for absorbing reduced staffing while still enhancing and expanding program innovations and providing excellent service to our patrons. Although the library staffing level is down from previous years, all our personnel are customer service-oriented and continue to provide excellent service to our community. Schedules had to be juggled, programs had to be managed and expanded, and personnel continued to be flexible in order to keep the library running smoothly. The following staff celebrated anniversaries in 2012:

- *10 Years:* Kira McGann, Staff Librarian
- *15 Years:* Ellen Apieco, Library Associate; Jean Butler, Library Associate; Paula McWilliams, Library Associate
- *40 Years:* Ellen Rainville, Library Director

VOLUNTEERS

The Board sincerely thanks the many volunteers who demonstrate their commitment by working in our library. Although these volunteers often work outside of the public view, they provide an invaluable service to us. They are extremely dedicated and remain an integral part of our library. On an average week, thirty-two volunteer hours provide service equal to 0.85 FTE per week. The Friends thanked the many dedicated library volunteers at their October 2012 Annual Meeting and at the Annual Recognition Brunch in November 2012 that is jointly sponsored by the Trustees and the Friends.

TRUSTEES OF THE J.V. FLETCHER LIBRARY - CONTINUED

FRIENDS OF THE J. V. FLETCHER LIBRARY, INC.

The Friends of the J. V. Fletcher Library are a vital component of our library's resources. The Friends provide unwavering support and dedication to our library. The Friends 2012 Annual Appeal raised "*Download and Discover*" Funds. This allowed our patrons to take advantage of new downloadable services that were provided by our library through this funding. The Friends also sponsor the museum passes and reservation software; our summer reading programs; the holiday programs; the popular video and bestseller collections; equipment, computers and furnishings; the computer room; four book sales; juvenile, teen and adult programs; and public relations for our library.

The Friends and the Trustees are jointly working on the establishment of the *J. V. Fletcher Library Foundation*. If you are interested in learning more about the Foundation, please contact Ellen Rainville, the Library Director.

A sincere thank you to our friends, volunteers, patrons and all the library supporters!

Note:

The Library Trustees generally meet at 7:00 PM at the library on the first Monday of the month throughout the year. These meetings are open to the public and residents are always welcome to attend and comment. An updated meeting schedule is maintained at the library website: www.westfordlibrary.org. The Trustees may be reached through this website and all library policies are available there for public viewing.

"Thank you for maintaining the Fletcher Library as a First-Class asset to our community." -*Note to the Friends of the Library*

MUSEUM & HISTORICAL SOCIETY

Penny Lacroix
Museum Director

Beth Shaw
President

Geoff Hall
Vice President

Mike Harde
Treasurer

Dan Lacroix
Secretary

David Brody

Jim Clark

Kaitlyn Doolin*

Elizabeth Elliott

Sandy Johnston*

Patti Mason

Charlie McColough*

Bob Oliphant

Bob Shaw

Newell Tillman

*** new in October 2012**

The Westford Museum is located at 2 Boston Road. The Westford Historical Society (WHS) offices and collections storage are located in the cottage at 4 Boston Road. Board meetings are usually the 4th Wednesday of the month at 7:15 p.m. Website: www.westford.com/museum Email: museumdirector@westford.com

Membership

Total membership for the year was 127 households, the same as the previous year.

Visitors

1736 visitors came into the Museum during the year. Third graders from the Crisafulli, Day and Abbot Schools and Westford History students from WA accounted for 522 of the visitors.

Collections

During the year, 52 items were added to the PastPerfect database, for a total of 6329 items comprising objects, photographs, books and archives. Items in the database are searchable on-line through the Museum's website.

Project highlights

- An accessions inventory and assessment was completed during the summer of 2012.
- Many documents were transcribed, including the Civil War era letters between members of the Keyes family.
- Volunteers researched the Westford Police Department, the Town Farm and the 1930s Lake Shore Theatre.
- A town-wide veterans database was expanded and is now available on-line through the Veterans Services website.
- Scrapbooks from the former Westford Friends and Newcomers group were scanned for preservation.

New exhibits

- "Voting in Westford" – researched and prepared by summer intern Jaclyn Courchaine. (temporary)
- "Constables to Cruisers: a look at the history of the Westford Police Department" – On display from September through January, it included primarily objects from a private collection. The history summaries are now on display in the Police Station. (temporary)
- "100 Things That Changed Westford" exhibit – on display from March through June, all of Westford's 3rd grade classes enjoyed this. (temporary)

MUSEUM & HISTORICAL SOCIETY - CONTINUED

Public events sponsored by the WHS:

- Police Chief Panel Discussion – Four past and current leaders in the WPD shared their experiences and influences.
- Civil War Reenactors – Members of the 5th Mass Lt. Artillery gave a Veterans Day presentation.
- Buy Local-Read Local Westford Authors event (co-sponsored with the J.V. Fletcher Library)
- West Street Serenaders Holiday Concert – Directed by David Lussier, this 12-girl choir from Blanchard Middle School performed for this annual event.
- St. Distaff's Day Spin-in attracted spinners and visitors from around the region.
- Great Wheel Gathering
- "Rare and Surviving Poorhouses in MA" by Tim Orwig (co-sponsored with Westford Historical Commission)
- Stone Wall presentation - Robert Thorson enlightened us all on the origins and meanings of the stone walls, organizing the New England landscape.
- Stephen Webber Blowout – An annual event, this concert at the PCA was sold out.
- Westlawn Cemetery tour – Led by historian and genealogist Bob Oliphant
- Student photo contest – stone walls
- North Main St. Retaining Wall presentation by Bill Finch (co-sponsored with WHC)
- History Paper awards for Westford Academy students

Volunteers

During the year, over 40 individuals donated their time at the Museum and Historical Society Office. Since January 2013, volunteer hours have been meticulously tracked and totaled over 1500 hours for the 6-month period from January through June.

In addition, the WHS was host to a Westford Academy Senior Intern and sponsored a 2012 WA graduate as a summer intern.



An early 18th c. "Colonial Conical Horn 5th Foot Anvil," probably owned by a member of the Whitney family who was one of the earliest blacksmiths in Westford, was a recent donation to the Museums collections.

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

100 Littleton Road, Westford, MA 01886

www.nashobatech.net (978) 692-4711

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students grades 9–12 and also provides post-graduate programs for those between the ages of 18 and 25 years old in all career areas on a space available basis.

Nashoba has earned an impressive reputation for producing community leaders as well as providing a vast amount of community projects for our district towns. With an enrollment of approximately 730 students from eight communities, Nashoba Valley Technical High School offers career preparation in 18 technical programs.

School Committee Members

Mr. Mark Desrochers

Mr. Raymond Riddick

Mr. Ronald Deschenes

Alternate



Administration

Dr. Judith L. Klimkiewicz	Superintendent
Ms. Denise Pigeon	Principal
Mr. Matthew Ricard	Assistant Principal
Ms. Carol Heidenrich	Director of Technology
Ms. Melissa LeRay	Director of Special Education
Ms. Jeanne Savoie	Business Manager
Ms. Gabriella White	Coordinator of Academics and Testing
Mr. Paul Jussaume	Coordinator of Technical Programs/Cooperative Education
Ms. Jobee O'Sullivan	Coordinator of Guidance and Admissions

NASHOBA VALLEY TECHNICAL HIGH SCHOOL-CONTINUED

Accreditation: New England Association of Schools and Colleges.

The Learning Schedule: Three 12-week trimesters consisting of eight 45-minute periods set in a four block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.

The Year in Review

Nashoba Valley Technical School District has officially added the town of Ayer as the eighth District member this school year.

During the 2012/2013 school year Nashoba’s enrollment continued to grow and once again we welcomed a significantly larger student body. Also during the year we expanded our video cameras, added additional security systems, emergency door alarms and hired a full time School Resource Officer to build positive relations with students and staff. Additionally, we expanded our classroom iPads by another 100 (4 portable labs) to add to our existing 10 classroom computer labs to continue to expand opportunities to advance our students technologically. Technology continues to grow throughout the school, adding wireless to the entire facility, moodle, Google Docs and parent portals to our existing systems. Academically, we continue to expand courses and elective opportunities and now offer to our students six approved Advanced Placement courses.

Last year a second 100 kw Solar System was installed on the roof of A wing to reduce the cost of our electricity in a “green” way. Energy savings for our solar roof units are estimated at 10% per unit, for a total of approximately 20%. For 2013 our focus remains on improving our outside grounds and athletic facilities by building a new sports complex that will consist of a multipurpose turf field, tennis complex and a practice field. In 2014 we will complete our final outside building project which will be a new art and dance studio to enhance our pre-school, Theatre Arts and Visual Design programs.

Nashoba continues to embrace educational opportunities for our teachers through summer professional development opportunities as well as by serving as a satellite campus for many local colleges’ advanced graduate programs.

As we continue through a time of economic uncertainty we can assure you that at Nashoba Valley Technical High School, students will still receive a technical education of the highest quality with the most current state-of-the-art equipment while still providing our district members with a fair and equitable assessment.

Vocational-Technical Programs (Secondary & Post Graduate)

Auto Collision Repair & Refinishing	Electrical Technology
Automotive Technology	Electronics/Robotics
Banking, Marketing & Retail	Engineering Technology
Carpentry/Cabinet Making	Health Assisting
Cosmetology	Hotel Restaurant Management
Culinary Arts	Machine Tool Technology
Dental Assisting	Plumbing/Heating
Design & Visual Communications	Programming & Web Development
Early Childhood Education	TV & Media Production/Theatre Arts

NASHOBA VALLEY TECHNICAL HIGH SCHOOL-CONTINUED

Special Academic Programs

Advanced Placement, Honors and College Preparatory courses are available in all core subjects. Foreign language, music, theatre and additional elective courses are offered for all four years to all interested students.

Dual Enrollment

Juniors who are eligible and recommended by teachers/administration may elect to enter the Dual Enrollment Program and take courses their junior and senior years at a two- or four-year public college or private institutions in Massachusetts or New Hampshire. Upon completion, they receive their high school diploma from Nashoba and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associates degree from a college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence. Many of our students are accepted at such distinguished institutions as MIT, Ithaca College, Emerson College, Boston University, and University of Massachusetts, among others.

Community Service Projects

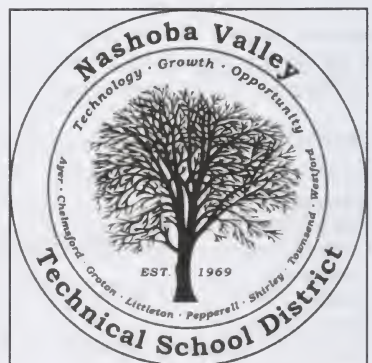
Nashoba is unique in its approach to community service and its relationship to its district towns. Students and their instructors travel to various sites within our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. The students perform all necessary work for the district towns to complete their requested project. The Community Service Program educates students in a real world setting and allows the towns the benefit of observing Nashoba students at work, creating a lasting tribute to their efforts and having a major project completed without over-expending limited town resources for capital improvement.

Student Activities

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in 16 current high school sports, with equal opportunities for both male and female students. Next year we hope to add tennis and crew as new team sports. Other extracurricular activities include Student Council, National Honor Society, Music Honor Society, Yearbook, Kick Off Mentors, Students Against Destructive Decisions (SADD), Skills USA, Student Leadership, Peer Mediation, Chorus, Drama, and many special interest clubs. **No user fees** are imposed on any sport, school sponsored club, or activity.

Continuing & Community Education

More than 700 adult students attended the Continuing Community Education Program in late afternoon and evenings at Nashoba. More information can be found on the NVTHS website.



NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of thirteen regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance in the areas of transportation, economic development, emergency management, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member and alternate from each member community.

Kelly Ross
Councilor, Board of Selectmen

Darrin Wizst
Councilor, Planning Board

James Silva
Alternate

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities, and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal level, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant funding programs. The Council's annual budget includes \$78,020 in local assessments, of which \$5,986 represents Westford's share.

NMCOG devotes a large share of its resources to transportation issues. Over the past year, the Council assisted the Town in: advancing Phase II of the Bruce Freeman Rail Trail; planning of traffic improvements along Route 110; studying parking and transportation issues in the Town Center; and evaluating safety conditions at the intersections of Route 40 and Oak Hill Road, and Route 40 and Dunstable Road.

NMCOG undertakes an annual traffic counting program, collecting over one hundred counts at various locations throughout the region. Many of these counts are conducted within the Town of Westford. The count data is incorporated into a traffic count book and map that is distributed to local officials. Traffic count data is also available on the Council's web site at www.nmcog.org.

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

CONTINUED

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA's route structure and scheduling. Transportation services are available to Westford seniors through the Westford Senior Center. The LRTA provides fixed route bus service along Route 110 in Westford, from the Chelmsford town line to the Littleton IBM facility.

NMCOG has a Short-Term Planning contract with the Economic Development Administration (EDA) of the U.S. Department of Commerce to prepare the Annual Comprehensive Economic Development Strategy (CEDS) Update for 2010-2012 for the Greater Lowell region. The document provides a blueprint for addressing the economic development problems in the region, and strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses. NMCOG and the Montachusett Regional Planning Commission (MRPC) have partnered on another EDA funded project to develop a Renewable Energy Facility Siting Plan for both the Northern Middlesex and Montachusett regions.

NMCOG is working with Westford and other communities throughout the region on initiatives to regionalize and collaborate on the delivery of certain municipal services. This project is funded by the Massachusetts Department of Housing and Community Development (DHCD), using funds made available by the legislature under the District Local Technical Assistance (DLTA) Program. The DLTA projects include analyzing opportunities for regional procurement of goods and services, and identifying areas in which communities can work collaboratively in addressing stormwater management issues. Recently, the Northern Middlesex Stormwater Collaborative was established through the signing of formal Memorandum of Understanding that included all nine NMCOG communities.

NMCOG is currently assisting the Town in its efforts to obtain Green Community designation from the Massachusetts Department of Energy Resources. Over the past year, NMCOG staff assisted the Town with its successful application to establish an Economic Target Area (ETA), through a partnership with Littleton and Boxborough which expanded the 495 Technology Center Economic Target Area.

In early 2013, long-time councilors Robert Jefferies and Kevin Borcelli left NMCOG. The Council appreciates their many years of service. The Council also welcomes new replacement members Kelly Ross and Darrin Wizst. James Silva has remained as the alternate councilor having now served on the Council for 10 years. We thank him for his long continuing service representing Westford on NMCOG.

PARKERVILLE SCHOOLHOUSE COMMITTEE

Due to its nostalgic ambiance and diligent upkeep by board members and volunteers, Westford's historic one-room Parkerville Schoolhouse No. 5 continues to be a desired spot for meetings and parties, but most importantly, as the destination for all of the town's 3rd graders in the spring. During the spring of 2013, 3rd grade classrooms from Westford and from Acton experienced the "Living History" or "Old School Days" curriculum of 'rithmetic on slates, dip-pen writing, marching to the wind-up victrola, old-fashioned games and local history. The students are encouraged to wear period clothing and are excited to take on the name of a former student such as Elizabeth Nesmith Outhuse, Frank Jarvis, Bernard Wilder, Fred Griffin, Selma Williamson Unterberg or Connie Succo Lynch, all of whom went to the schoolhouse before 1930. The visiting students recognize the names from local roads or families who still reside here. (Sadly the last remaining alum passed away this year.)

Dolly Michaelides
President
Roger Plaisted
Vice President
John Wilder
Treasurer
Heidi Hatke
*Recording Secretary &
Rental Liaison*
June Kennedy
*Corresponding/
Archival Secretary*
Bonnie Oliphant
Living Historian Liaison
Charles Kennedy

A wonderful part of the Living History Program comes from the "schoolmarms" who volunteer their time, many of whom are retired Westford teachers: Ruth Guild, Melva-Jean Shepherd, Dolly Michaelides, Emily Popolizio and Bonnie Oliphant. Board members June Kennedy and Heidi Hatke also volunteer. Although the town owns and insures the building, all of the Schoolhouse projects are done at no cost to the town. Funds for restoration projects or building maintenance are primarily received from an annual mail drive in October. A smaller portion is received via grants. No major purchases were made or renovations occurred this past year. In preparation for a more successful Living History program in the spring of 2012, updated teaching manuals and archival bins were given to each of the 3rd grade teachers and teams.

Local student groups or non-profit groups such as 4-H or scouts can reserve the Schoolhouse at no cost, however they are asked to help with service to the building including decorating the windows or helping during the annual spring or fall cleanup. The historic building is in great shape and ready to be used by student groups or small parties or meetings. If you are interested in using or renting the building, which has buffet tables and chairs for 50, please call Heidi Hatke at 978-392-6827. Also, call if you wish to come to one of our monthly meetings or visit our website at www.ParkervilleSchoolhouse.org. The Committee would like to thank Bob Oliphant for his monthly participation and Tom Unterberg for his landscaping support.

PARKS AND RECREATION COMMISSION

Kevin “Kacy” Caviston
Chair

Carolyn Metcalf
Vice-chair

Colleen Barisano

Gus Bickford

Cindy Freud

Ken Hanly

John McNamara

Richard McCusker

Alternates

Chris Barrett

Jack Clancy

The Parks and Recreation Commission acts as a policy-setting committee for the Parks, Recreation and Cemetery Department. The commission oversees short- and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The seven members of the commission are appointed by the Town Manager. The Commission meets the first Monday of each month, September – June and as needed July and August. See Cemetery Commission for report on Cemetery Division.

The Parks, Recreation and Cemetery Department is responsible for recreation programming, parks and grounds maintenance, and cemetery maintenance and operations.

Department Staff: Patricia Savage, Director, Sandra Habe, Assistant Director, Debra Barry, Office Administrator, Danielle LeBlanc, Senior Assistant, Kristin Kinglocke, WPC Curriculum & Program Coordinator, Merideth Goddard, Middle School Rec Club Coordinator, Karla Ferrini, Office Reception and Crew. The following staff members are shared positions with Highway Department: Jonathan Revis, Parks/Grounds Operations Supervisor, Robert Upperman, Parks/Grounds Crew Leader, Richard Nawoichik, Cemetery Supervisor, Brian Auger, Lloyd Leach, Glen McCarthy, and Brian Shipley, Heavy Equipment Operators. The administrative office is located at 35 Town Farm Road. Website www.westfordma.gov/rec

PARKS AND GROUNDS

Parks and Grounds maintain parks and recreation areas as well as other town properties.

In addition to mowing, seeding, deep tine aeration, and weed and pest control the crew during the spring through fall season completes additional work that is site specific.

American Legion ball fields - Graniteville is the principal location for youth baseball and softball. Gallardo field (G4) had major renovation completed this past year. The entire field was redone including grading, removal of grass and material, new clay and resetting of bases. The project was completed and the field was ready for spring play.

Westford Youth Baseball and Softball celebrated 50 years of organized baseball in Westford. The access entry to the ball fields was dedicated to Father Bobby Wall, the founder of Westford Little League. A sign with the following inscription is located to the right as you enter the complex: “Father Bobby Wall Way Founder Westford 1953.”

Eagle Scout Christian Strobel completed his project of a wooden scoreboard for G6. The scoreboard has wooden numbers that are hung in place, how scoreboards used to be when baseball was started.

Community Fields at Nutting Road opened in the spring to the excitement of all. The fields are synthetic turf fields that do not require the same type of maintenance as

PARKS AND RECREATION COMMISSION – CONTINUED

grass fields. The opening was delayed as the winter snow took its time to melt, and players were more than anxious to get on the fields. The two synthetic turf fields have been heavily used by youth and adult soccer and lacrosse players during the spring and fall seasons. Westford Academy lacrosse and soccer have use of the fields for weekday practice. The players have learned to adjust to the faster playing surface and truer bounce. A donor brick park is in its final design stages and is expected to be finalized by 2013-14 with a dedication and celebration of the facility.

Jack Walsh Field – Parker Village is the principal location for youth and adult soccer. With the addition of the turf fields the shift to younger players at Jack Walsh has taken place. A number of adult teams continue to play at Jack Walsh.

The Town Common, Town Hall complex, Library, and Civil War Memorial area host a number of events throughout the spring, summer, and fall. The crew maintains the property which has seen an increase in the number of permits approved by the Board of Selectmen. The crew made repair to the irrigation system and removed tree damage from storms.

VFW/Forge - Forge is the principal location for adult softball, adult baseball, and older youth baseball using a 90' diamond. Minor repairs continue to be made to the irrigation system and lighting system. The diamonds are used extensively through the spring, summer, and fall. Repairs to the baseball dugout roofs are needed and should take place in the coming year.

Cameron, Greystone, Frost, Whitney Playground and Hamilton fields are additional sites for youth soccer, baseball, and softball as well as recreation programs.

Greystone also has tennis and basketball courts and trails. St Onge playground and tennis courts are part of the Frost/Whitney playground area. A cricket group has been permitted for the Frost field. Hamilton has tennis and basketball court and a playground

Edwards Beach and Forge Pond saw an increase in summer usage with request for birthday parties being added as an additional source of revenue. Both beaches are tested weekly for bacteria and there were no incidences during the season where the levels exceeded the standard. Information on testing results is available on the Board of Health website www.westfordma.gov/boh

An Eagle Scout project completed at Forge Pond by Michael Gillette added some new benches and informational Kiosk. The project has inspired an additional proposal to enhance the increased use at the beaches.

Bruce Freeman Rail Trail

The Bruce Freeman Rail Trail (BFRT) is cleared regularly of debris by Trail Stewards. The crew does a major clean up in the spring of winter debris and in the fall of leaves and pine needles.

The Highway Department with Parks Crew cuts back the brush with the brush mower keeping the trail from being overrun by weed growth. Emily Teller and Chris Barrett of Friends of BFRT www.brucefreemanrailtrail.org have worked closely with the

PARKS AND RECREATION COMMISSION—CONTINUED

stewards, the department and Commission in funding and communicating issues related to the trail and have been of tremendous help. See the annual report on BFRT.

Ronan McElligott Memorial Playground – because every child deserves a place to play
The playground is a barrier-free playground accessible to children of various ages and abilities and continues to attract users, weather permitting. The poured-in-place surfacing continues to have small areas exposed that become major holes. The surface is under warranty and had been repaired with various colors and designs.

Stephanie and Steve McElligott along with family, friends, and a group of volunteers from Congregation Shalom's did a major clean up of the playground, flower beds and surrounding area in (for their annual Mitzvah Day) June.

www.westford.com/ronansplayground

As time and labor permit, the crew has helped the Conservation Commission with mowing at Pond Street placement and removal of docks at East Boston Camps, and mowing of the grassy area at the main camp. Additionally this year the crew completed the clean up and preparation of cemeteries for Memorial Day. In the absence of the Cemetery Supervisor the crew completes burials.

The crew completes other tasks and projects throughout the year. This year the crew strung holiday lights at the Town Common. The annual holiday lighting ceremony is held the Sunday after Thanksgiving and is coordinated with the Girls Scouts and the Common Restoration Committee. They assisted with the installation of the Chanukah Menorah on the Town Common. They hang and take care of the flags along Main Street and North Main Street for Memorial Day through July 4th and from Veterans Day through Pearl Harbor Day, Dec. 7. The crew helps Veteran Agent Terry Stader with the set up for the Memorial and Veterans Day Ceremonies held at the Town Common and clean up of memorials/monuments.

RECREATION PROGRAMS

The Town established a Recreation Enterprise Fund that began in fiscal year 2009. The Enterprise Fund gives the Town the flexibility to account separately for services for which a fee is charged. The Town provided a subsidy in Fiscal Year 2013 which helps as the timing of expenses and revenues overlap fiscal years. The Enterprise Fund ended the fiscal year with a small sum of retained earnings.

A variety of programs are offered throughout the year. A brochure is mailed to Westford residents twice per year and it is available on-line. Programs are offered in 28 general categories from Archery to Wrestling with close to 4000 participants signing up for classes or program sessions.. Registration for most programs is available on line at www.westfordrec.com some of the larger programs are highlighted below.

Westford Area Community Crew (WACC)

The program has expanded under the direction of Coach Eddie Bruce. Coach Dave Cormier joined the coaching staff in September. The program continues to grow and offers a variety of rowing, sculling, erging, and regatta competitions for high school age and adult rowers. A middle school program is planned for the summer.

PARKS AND RECREATION COMMISSION—CONTINUED

The Crew team competed in the World Indoor Rowing Championships in February held at BU Agganis Arena. Team members competed in seven categories with a number of personal best records. Nancy Tang and Sandra Habe competing in the Veteran Women finished 6 and 10 respectively. Amelia Shein, competing in the Junior Women's category, finished 30 out of 230 competitors. Paul Freud and Gus Bickford in the Senior Men's category finished in the middle of their group. Veteran Men competitors Bob Barnshaw (13), Peter Orford (32), Dale LaBossiere (14), and Linas Alinskas (18) all competed well in their age category. Lightweight Open Dave Cormier and Lightweight Junior Men had Ben Davis, Allan Desrochers and Devin Quinn all doing well in their first time competing

Ben Davis and Amelia Shein broke the world record for the longest continual row for mixed teams under 19. Ben and Amelia completed 26 continuous hours on the indoor rowing machines (ergs) from December 21-22, 2012

Kids Club, Destination Exploration, Leadership Training, Basketball, continue to be very popular summer programs. The programs have added several joint activities throughout the summer.

Tennis Coach Donna Holmes had a successful summer USTA Junior Tennis Team (JTT) season. The team was selected to participate in the USTA Jr Team Tennis Sectional Championship held at UMASS Amherst. The teams competed in the 14 and under age division. The first day of competition had doubles team Victoria Donescu and Marisha Ramprasad winning their match against Longmeadow 4-2, 4-2. Jerry Ding tied his boy singles match at 6-6. Girls doubles continue with another win 4-2, 4-1 against Vermont. In the second day of competition, Tommy Welham played in boys singles, Andee Song and Victoria Donescu played girls singles, and Jonathan Cao and Ben Moore playing boys doubles. Mixed doubles team of Maeve Proulx and Caleb Amidon played a tough match losing in a tie breaker. Coach Donna Holmes is a certified tennis professional and has been working with the department for over 10 years.

Westford Partnership for Children After School Enrichment program operates in all six elementary schools and for middle school participants at Stony Brook Middle School. The program offers a variety of activities with new choices being added each registration period. The WPC offers special programs during school professional development days. Special program days are open to all students.

EAST BOSTON CAMPS AGREEMENT WITH CONSERVATION COMMISSION

An agreement between the Conservation Commission and Parks and Recreation Commission for scheduling the East Boston Camps property has worked out well with limited rental facilities. The completion of the Duplex added two more buildings for possible rental outside of an existing camp lease agreement.

TOWN FARM

The department administrative office has been located at 35 Town Farm Road since September 2007. The building, built in 1838 is included in the facilities survey approved at March 2013 Annual Town Meeting.

PEDESTRIAN SAFETY COMMITTEE

Karen Hudson
Chair

Peter Ewing
Tom O'Donnell
Gunars Zagars

Michael Croteau
Safety Officer

Scott Hazelton
Selectman

Kate Hollister
Planning Board

Robert Stafford
Historical Commission

The Pedestrian Safety Committee is charged with "identifying and evaluating options for improving pedestrian safety in Westford. Such options might include, but are not limited to: sidewalks, paths, crosswalks, speed bumps, speed and other warning devices, bicycle lanes, and pedestrian and driver education. The evaluation process shall consider not only the effectiveness of each option for pedestrian safety, but also the cost of each option and possible funding sources. The Committee shall present recommendations to the Board of Selectmen." The Committee meets on the second Wednesday of each month, at 7 PM, in the first floor meeting room in Town Hall.

The Pedestrian Safety Committee met twelve times during FY13. Accomplishments for the year were:

- Established a working relationship with Heather Ross, School Outreach Coordinator at Massachusetts Safe Routes To School (SRTS). Presentations were made to six Westford School principals and five of them signed up to partner with SRTS. We hope that one of these schools will be selected to receive sidewalk funding from the Commonwealth.
- Studied traffic counts, accident data, and counts of students who walk to the various schools in order to establish priorities for sidewalk improvements and new construction. PSC worked with the town's GIS Department to create a map that summarizes the information. This sidewalk priority map was presented to and accepted by the Board of Selectmen.
- Presented PSC's top two priorities of sidewalk extensions for Nabnasset and Robinson schools to various boards and town staff. The PSC continues to work with the Engineering Dept. to develop a sidewalk expansion plan on Concord Rd/Rt. 225 toward Robinson School.
- Other high priorities for PSC include sidewalks at multiple locations on Rt. 110 including Kimball Farm, near Juniper Networks Tech Part East, western and eastern approaches to Cornerstone Square and Minot's Corner, and westward from Tadmuck Road.
- Worked with the Director of Land Use Management to write a sidewalk funding article for 2013 Annual Town Meeting. The article passed, but the State struck the portion that established a dedicated Sidewalk Account.
- Thanks to Peter Ewing, who stepped down as Chair in June, for his enthusiasm in leading the group during its first year and a half. Karen Hudson was elected new chair of the PSC.

PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) has spent most of the last year working closely with the Fire Department to present recommendations on whether to construct a new satellite station in Parker Village and for a location to replace the Center Fire Station.

The Board of Selectmen requested that the PTBC determine whether the Town should proceed with constructing a new fire station in Parker Village. This station would be constructed by a private developer as part of the Development Agreement for the newly opened Cornerstone Square. Although the station would be constructed at no cost to the Town, the facility would be located on Town-owned land at the Jack Walsh Recreational Fields and the Town would have to equip and staff the station. In addition, the PTBC was also charged with investigating alternative locations for a new Center Fire Station. The existing station is forty years old, is undersized for the current staff and equipment requirements, and is in need of significant structural and building code upgrades.

After several months reviewing Fire Department records, alternative locations, and several meetings with Chief Rochon and Fire Department staff, the PTBC recommended that the Town not construct the satellite station in Parker Village. The committee determined that because the station would remain as a call station for an undetermined amount of time, response times to Parker Village and the southern section of Town would not improve with a new station. The PTBC also recommend that the Town construct a new Fire Station on a Town-owned 4.8 acre parcel on Boston Road at the intersection of Blake's Hill Road. Our recommendations included either rehabilitating the existing fire station in the center for other Town department needs, or demolishing the structure.

The Board of Selectmen have accepted our recommendations and the PTBC will seek initial funding for architectural and engineering services for the new Center Fire Station at the Fall 2013 Town Meeting.

- Thomas Mahanna**
Chair
- Kirk Ware**
Vice Chair
- Paul Davies**
Treasurer
- Nancy Cook**
Secretary
- Karen Cavanagh**
- Doug Fannon**
- Gary Lavelle**
- Tom Ellis**
Alternate



Proposed new Center Fire Station location on Boston Road

PERMANENT TOWN BUILDING COMMITTEE—CONTINUED

Robinson and Day Schools Window Replacement Project

The PTBC recommended that the Town and the School Department submit a grant application to the Massachusetts School Building Authority (MSBA) Accelerated Repair Program for replacement of the windows at the Robinson and Day Schools. The PTBC assisted the Town and the School Department with the preparation and submission of the application. In June, the Town was notified that the application was accepted and the Town could receive up to a 40% grant for the project. The Board of Selectmen recommended that the PTBC administer the project for the Town and work directly with the MSBA. The window replacement for both schools is scheduled to be completed in the summer of 2014.

Senior Center Handicap Shower

The membership and use of the Fitness Center in the Cameron Senior Center continues to increase since the Senior Center reopened in 2010. The need for a shower for Fitness Center users was first identified during the original design, however it had to be deleted from the project due to cost savings measures. The Senior Center was also designated as an Emergency Shelter in 2012. As a shelter, a shower should be provided in case staff or residents need to remain at the facility for an extended period. Because the construction of the Senior Center expansion was completed under the original budget, the PTBC decided to proceed with the design and construction of a new handicap accessible shower on the second floor of the facility. Bids were received and the construction contract was awarded to Henry L. Fontaine Builder, Inc., of Dunstable, MA in the amount of **\$32,370**. Construction is expected to be completed in the fall 2013.

Roudenbush Buildings Facility Study

The PTBC assisted the Town Manager's office in completing a Buildings Conditions Assessment for the three buildings that comprise the Roudenbush Community Center, namely the Roudenbush Community Center, the former William E. Frost School, and the former Old Nabnasset School. In March 2013, Gienapp Design and Architecture completed its assessment of the buildings and presented their recommendations to the Assistant Town Manager and the PTBC. The recommendations included modifications to each building to address space needs, handicap accessibility issues, building codes issues, etc. The PTBC will continue to work with the Town Manager's office in developing a Capital Improvement Plan for these facilities.

Meetings

Our meetings are generally held every other Monday at 6:30 p.m. at the Cameron Senior Center. Information about our committee and our meetings can be found on our webpage at www.westfordma.gov/ptbc.

PLANNING BOARD

The Planning Board typically meets at 7:30 PM on the first and third Monday of each month in Room 201 at Town Hall. Meetings are open to the public and are televised on Westford Community Access Television (WCAT). The WCAT broadcasts can be viewed online through a link on the Town's home web page. Throughout the 2013 Fiscal Year (FY), the Planning Board held twenty-three regular meetings and six Executive Sessions. Here is a brief summary of significant events and activities of the Board for FY 2013.

Highlights of the year include:

- Sign Permits and Special Permit Hearings related to signage for the continued build-out and tenant fit-up of the 30-acre Cornerstone Square Development at the intersection of Littleton and Boston Roads.
- Hearings on proposed Zoning Bylaw Amendments (Section 5.3) pertaining to signage. Establishment of a Sign Bylaw Review Committee to assist the Board with their goal to update and improve the existing Sign Bylaw. The Board would like to take this opportunity to thank those volunteers for their tireless efforts.
- Adoption of the *Planning Board Rules and Regulations for Stormwater Management* to protect the town's water resources.
- Special Permit for a Major Commercial Project, Site Plan Review and Stormwater Permit for a 7-building 72,000 square foot self storage facility at 540 Groton Road.
- Oversight and approval of Subdivision Administration for projects that are being built or nearing completion, including: Aldrich Farms, St. Augustine Drive, Beaver Brook Village, Rolling Meadows, Misty Lane, Randolph Circle, Cider Mill Road, Woolsack Estates, Laughton Farms and street acceptances for Misty Lane and Rolling Meadows Lane.
- Continued work with Planning and Engineering Staff on unaccepted roads, which included the aforementioned Misty Lane and Rolling Meadows, which were accepted by Town Meeting.

Applications

The following table is a summary of the number of applications received and acted on by the Board as of the end of the 2013 fiscal year:

Michael Green
Chair

Dennis Galvin
Vice Chair

Katherine Hollister
Matt Lewin
Darrin Wizst

Staff
Angus Jennings, AICP
*Director of Land Use Management**

Chris Kluchman, AICP
*Director of Land Use Management/Town Planner**

Jeffrey Morrisette
Town Planner
(From May 2013 to Present)

Victoria Johnson
Administrative Assistant

***Town Planner Kluchman accepted the Director of Land Use Management position in February of 2013 after Director Jennings' departure.**

PLANNING BOARD—CONTINUED

Planning Board Application Summary			
Application Type	Status		
	Approved	Denied	Withdrawn
Site Plan Review	5	-	1
Storm Water Management Permit	5	-	1
Special Permits	16	2	1
Water Resource Protection District	1	-	-
Major Commercial Project	1	-	-
Planned Commercial Development	-	-	-
Common Driveway	1	-	-
Open Space Residential Development			
Flexible Development	-	-	1
Sign Permit	13	2	-
Other Special Permits	-	-	-
Modification of Prior Approvals	2	-	-
Subdivision	8	1**	-
Approval Not Required (ANR)	8(6)*	-	-
Preliminary Subdivision	-	1**	-
Definitive Subdivision	-	-	-
Scenic Road	3	-	-
Earth Removal Permit	-	-	-
Administrative Approvals	7	-	-
Totals	46	3	3
*Number in parenthesis indicates the net increase of lots			
**Disapproved (as opposed to denied)			

In FY 2013, the Board established three , reduced one , released seven and called zero bonds relating to approved subdivision projects. The Board also approved fifteen Lot Releases for ongoing subdivision projects.

Throughout the fiscal year, the Board authorized the staff to conduct Administrative Review and Approval of seven minor projects or modifications to previously approved projects.

What does the Planning Board do?

The Planning Board consists of five elected members.

At the May 2013 Annual Town Election, Board member Darrin Wizst was elected. The Board greatly appreciates the service of Kevin Borselli, who served for the previous term.

PLANNING BOARD—CONTINUED

Defined by Massachusetts General Law the Board has three primary functions:

- 1) To establish planning goals and to prepare plans to implement those goals, which take the form of the town's zoning bylaws;
- 2) To administer the Subdivision Control Law which establishes the process for development of new roads and new housing. A developer's proposed plans are carefully scrutinized for roadway design, drainage, soil conditions and a host of details related to proper siting; and
- 3) The Board is also designated as the permitting authority for various site plan submittals under the town's zoning bylaws.

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Affordable Housing Committee, Historic Commission, and ad hoc committees as needed. The Planning Department is not a permit granting authority. Its function during the permitting process is to integrate laws, regulations and plans with the town's goals to ensure that the best interests of the town and its residents are served.

Web Page: www.westfordma.gov/planning

POLICE DEPARTMENT

**Thomas M.
McEnaney**
Chief of Police

Walter R. Shea
Deputy Chief

Mark Chambers
Captain

Victor Neal
Captain

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of the public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as

closely as possible approach that ideal.

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics
- Excellence and teamwork in the performance of duty
- Protection of constitutional rights
- Problem solving for continuous improvement
- Continuous planning for the future, and
- Performing public service and law enforcement tasks so as to provide leadership to the police profession.

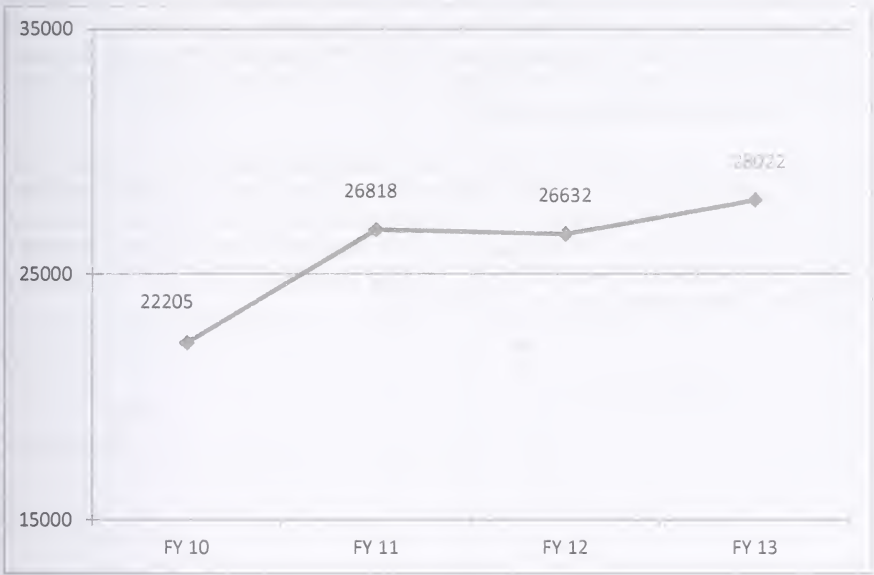
School Resource Officers

In 2012 Nashoba Tech and Westford Academy each asked to have a School Resource Officer (SRO) assigned to their respective schools and to have the salaries for the officers drawn from the school budgets. The officers' training and equipment were funded by the police department. After completing the SRO training Officer Jon Haslam was assigned to Nashoba Tech and Officer Justin Agraz was assigned to Westford Academy. Both officers are experienced veteran officers and their former position as uniformed patrol officer has been filled by newly hired officers. The mission of the SROs is to improve school safety and to improve the educational climate at the school. The SROs still derive their authority, direction, and supervision from the Chief of Police or his designee. The SROs are responsible for criminal law issues and will assist school personnel in implementing and managing the day-to-day operations of an effective safety and security program within the school.

Impact of Town Growth on the Police Department

As the town grows commercially and residentially, both areas of growth have an immediate impact on the demand for police services. Residential growth in Westford increases the calls for service to the police department from new residents and it expands the residential area to be patrolled by officers in cruisers. Commercial growth in Westford increases general calls for service, it increases the number of building/security checks to be performed by officers when the business is closed, and it increases crime and the opportunity for a crime to be committed. Both areas of growth add to traffic and more motor vehicles on the road which need to be regulated by the police. The following graph outlines the increase in a myriad of calls for police service from residents as well as officer-initiated actions such as motor vehicle stops, the investigation of suspicious activity, property checks, and more.

WESTFORD POLICE DEPARTMENT ACTIVITY



Fiscal year Officer initiated actions and calls for service.

Westford Police Department’s Response to the Boston Marathon Bombings

The Westford Police Department is a participating department in a regionalized police agency known as NEMLEC, the North Eastern Massachusetts Law Enforcement Council. NEMLEC is made up of 53 city and town police agencies that collectively provide immediate specialized police services for a city or town facing a public safety crisis. These police services include SWAT, K-9 dogs for narcotics detection and tracking, hostage negotiators, and Incident Command and Control Officers.

POLICE DEPARTMENT—CONTINUED

On April 15, 2013 Chief McEnaney responded to the Boston Marathon bombing as part of NEMLEC's Incident Management Assessment Team. Also responding to Boston from Westford were Det. Lt. David Connell and Detective Dennis Rogers, Command Center Security, Sgt. Steven Keins, SWAT, Det. Justiin Agraz, Rapid Response Team, K-9 Handler Officer Corey Peladeau along with his K-9 Dogs Beny and Misty. For five days following the bombings, these officers spent 12 to 16 hours per day in Boston and Watertown until the incident's conclusion.

The men and women of the Westford Police Department hope that the residents of Westford can take pride and comfort in knowing that dedicated and well trained officers such as these are working for them within their community every day, seven days a week. We also hope that residents take comfort in knowing that police officers from 53 Massachusetts cities and towns are ready to rapidly respond to Westford in the event a public safety crisis should occur in this community.

POLICE DEPARTMENT CALL LOG

POLICE CALL LOG July 1 2012 Thru June 30 2013

9-1-1 Calls-TOTAL	3375	Lock Out	259
9-1-1 Hang up	191	Maintain the Peace	22
9-1-1 Non-Emergency	214	Medical	1196
9-1-1 Other Jurisdiction	81	Message Delivery	66
Accident Industrial	1	Missing Person/Child	20
Accident MV-Injury	44	Mutual Aid	92
Accident MV-No Injury	511	MV Abandoned	7
Alarm/Burglar	787	MV Disabled	296
Alarm/Fire	424	MV Stop	5012
Animal Control Officer Call Out	329	MV Citations Issued	3366
Animal Cruelty	4	Officer Wanted	147
Arrest	164	Order Served-Court/Restraining	222
Assault & Battery	17	Park and Walk	572
Assault-Simple	31	Property Found	102
Bank Escort	137	Property Lost	28
Bomb Threat	0	Property Take Possession	23
Business/House Check	4861	Protective Custody	6
Breaking & Entering	47	Radar Assignments	1036
By-Law Violation	76	Repossession	10
Car Seat Installation	119	Restraining Order Violation	11
Child Abuse/Neglect	26	Robbery	2
Commitments	41	Rubbish Disposal	23
Counterfeiting	4	Safety Hazard	204
Disturbances	221	Search Warrant	6
Domestic Violence	169	Sexual Assault/Adult & Child	17
Drug Law Violations	10	Sudden Death	5
Firearm Violations	2	Suicide/Attempt	20
Fire MV/Bldg/Brush	80	Surveillance MV	139
Fireworks Violation	8	Surveillance Person	85
Funeral Escort	11	Suspicious MV/Person	521
Harrassment	24	Telephone Harassment/Obscenity	42
Identity Theft	106	Traffic Hazard	339
Injury to Property	151	Transportation/Citizen/Prisoner	232
Larceny	102	Trespassing	16
Larceny From MV	39	Truancy	2
Larceny MV-Auto	8	Vehicle ID Number (VIN) Check	9
Liquor Law Violations	50	Well Being Checks	295

POLICE DEPARTMENT ROSTER

Chief of Police

Thomas McEnaney

Deputy Chief

Walter Shea

Captains

Victor Neal Jr

Mark Chambers

Lieutenants

Det. Lt. David Connell

Hervey Cote

Ronald Paulauskas

Donald Pick

Sergeants

Stephen Keins

Gregory Marchand

James Peloquin

Marc Proia

Brian Gendron

Christopher Ricard

Patrol Officers

Torace Armstrong

David Bettencourt

Michael Breault

Jonathyn Byrne

Michael Croteau

Joseph Eracleo

Timothy Galvin

Derek Hartley

Scott Hyder

Paul Kavanagh

Timothy Larkham

James McCusker

Christopher Musick

Robert Musto

Daniel O'Donnell

Geoffrey Pavao

Corey Peladeau K-9

Michael Perciballi

Paul Selfridge

David Silton

Joseph Walker

David Welch

Special Services

Sgt. William Luppold-Prosecutor

Det. Matthew Furlong

Det. Nirissa Nicoletti

Det. David O'Hearn

Det. Dennis Rogers

SRO Justin Agraz

SRO Jon-Allen Haslam

Operations Administrator

Timothy Whitcomb

Telecommunicators

Ryan Cobleigh

Brandon Holmes

Ashley Hartenstein

Timothy Hughes

Chrystal Pepple

Kayla Sheehan

Andrew Sherman

Office Personnel

Jo Cobleigh

Michelle Wright

Linda Zarzatian

Custodial

Donald Guilmette

PUBLIC WORKS INITIATIVE COMMITTEE

The Public Works Initiative Committee (PWIC) is charged with working with all policy boards to carry forward the plan developed by the ad hoc Public Works Committee dated March 2010. The committee is responsible for further refining the plan steps, developing additional concepts and recommending implementation actions according to the Public Works policies adopted by the Board of Selectmen on February 26, 2010.

The Committee continued regular meetings throughout FY 2013 focusing on three major subjects: consolidation of contracts, consolidation of facilities maintenance, and the maintenance and operations of the Waste Water Treatment facilities and related issues. The Committee also organized and hosted the first Facilities Summit with the goal of identifying overlapping responsibilities among the various committees and discussing ways to potentially improve the Town's approach to the development of capital projects and the maintenance of all town facilities including schools. The Facilities Summit convened on the 20th of September. The attendees, in addition to the PWIC, included representatives of the Board

of Selectmen, Capital Planning Committee, Conservation Commission, Permanent Town Building Committee, Library Trustees, School Committee and the Water Commission. Town staff attendees included the Town Manager, Assistant Town Manager, Highway Superintendent, Director of Parks, Recreation and Cemeteries, School Finance Director, Water Superintendent, Conservation Agent and a representative of the Fire Department. Mark Kost, Chairman of the Capital Planning Committee, chaired the meeting.

The Summit recommended three action items: facilities maintenance consolidation; development of a consistent facilities and capital acquisition process; and the funding of a facilities condition survey. The PWIC was assigned the lead for the 3 initiatives. Subsequent to the Summit the Town Manager inserted a line item in the FY 2014 budget for the funding of the Facilities Condition Study which has the support of the PWIC and the Summit.

John Cunningham
Conservation Commission, Chair

Gus Bickford
*Parks and Recreation Commission
at Large, Vice Chair*

Mark Kost
Capital Planning Committee

Hugh Maguire
Water Commission

John Mangiaratti
Assistant Town Manager, Clerk

Valerie Wormell
Board of Selectmen

Robert Price
Library Trustee

Judith Culver & Terry Ryan
School Committee

George Rogers
Council on Aging

Non Voting Members:
Richard Barrett
Highway Department

Pat Savage
Recreation Department

PUBLIC WORKS INITIATIVE COMMITTEE—CONTINUED

The PWIC continued discussions on consolidation of facilities maintenance with a review of documentation from 1994 that indicated that for about four years the Town and Schools had a joint maintenance department that, after the acquisition of some maintenance skills, operated as a joint Town-School effort only to revert to a solely school department after the departure of the original department head. Although the majority of the Committee believes that moving forward to establish a joint Town/school maintenance activity would be in the best interests of the Town and Schools, any near term efforts at consolidation would be hampered by the lack of detailed in-house maintenance costs and the belief by some that the current situation is fine and unless savings can be demonstrated, agreement would be problematic. With the lack of accurate maintenance records and information on the division of costs between maintenance and custodial work, proving any savings will be a time consuming and costly effort. The Committee decided at the 11 January meeting to table further discussion of consolidated facilities maintenance until the Facilities Condition Study is approved by Annual Town Meeting and the results are available, and until more detailed maintenance cost data is available. The results will be used by the committee to develop a detailed plan for bringing all facilities up to standard and to search out additional potential savings that could be gained by consolidation. The committee intends to pursue this initiative in accordance with the process outlined by the Town Counsel and the requirements of MGL 40 as adopted by Annual Town Meeting in 2009.

The PWIC's involvement in the contracting for the operations and maintenance of the Waste Water Treatment Facilities (WWTF's) has been one of observation and support for the efforts of the Town Manager and the Water Commission to get a handle on the costs of operation, the backlog of maintenance of the facilities, and the costs to bring the WWTF's up to code. The subject of care and custody of what are clearly public works functions by departments that lack the expertise and staff to adequately operate and maintain WWTF's is of special interest to the PWIC. Assignment of operations and maintenance of the WWTF's to the Water Department along with an adequate budget and cost structure was recommended. The PWIC also supported the development of a new contract under the auspices of the Water Department for the operations and maintenance of the WWTF's.

The Assistant Town Manager continued contract consolidation efforts adding to some existing contracts and renewing others. The Assistant Town Manager has indicated that additional resources are needed to ferret out and consolidate additional contracts. The committee appointed a sub-committee to review existing departmental contracts in an effort to identify variations in contracts, additional opportunities for consolidation and the potential for a coordinated process for maintenance contracts. At the 11 January meeting the committee agreed to table further efforts on this initiative until after approval of the Facilities Condition Study at Annual Town Meeting and the results are available. This will give the committee the opportunity to bundle similar projects and contracts.

PUBLIC WORKS INITIATIVE COMMITTEE—CONTINUED

In April, 2013 the PWIC began discussions on a neglected aspect of public works, the maintenance of public lands and grounds. Once again the Committee focused on the demarcation between what should reasonably be the responsibility of the individual departments and what could be better maintained by a Town Public Works entity. The PWIC developed a draft questionnaire to better define department needs, maintenance standards and costs of Town-owned land. Central to this discussion is the significant acreage in care and custody of the Conservation Commission, the Recreation Department and the School Department. The Committee intends to complete the review and provide recommendations in FY 2014.

In early FY 14 the PWIC will concentrate on the Public Land and Grounds Survey; support of the Facilities Condition Survey and WWTF Operations and Maintenance contract; future applications for the Roof Maintenance Survey; and new, more specific goals for the Committee in FY 14 and FY 15. The results of the Facilities Condition Survey as well as the Land and Grounds Survey are expected to help significantly with further efforts on the consolidation of contracts and facilities maintenance.

RECORDS & ARCHIVES MANAGEMENT COMMITTEE

Virginia Moore
Chair

Ellen Harde
Pat Louch
Sandy Martinez
Robert Oliphant
Kaari Mai Tari

Westford is very fortunate to have had so many stewards of Town records over the years. Many departments, boards and committees as well as members of the Historical Society have carefully saved records documenting a rich history of a New England community and its characters. As we continue to index and inventory the town's archives, now safely housed in the vault, we recognize that some collections currently in the archives center need to be more accessible to

departments than the archives. Departments and volunteers continue to roll up their sleeves on records management tasks as time and space allow.

Collections Management

Minutes: Staff and volunteers in the Town Clerk's office continue to catalogue and arrange meeting minutes of various boards. Marilyn Frank is using Archivist's Toolkit to manage the physical inventory of minutes. School Committee minutes from 1987 - 2011, agenda books and early enrollment records were transferred from Central Office to the archives. Emily Teller and Barbara Murch continued to work on integrating minutes that were transferred over from the Library to enrich our permanent collection of minutes.

Planning/Zoning: The Town Clerk's office is working closely with the Permitting Department to ensure that applications and decisions are scanned in a timely manner for better public access.

Boards & Committees: Rita Shipley found spare time in her busy retirement to come back as a volunteer and helped to organize and log appointment slips for town boards and committees from the 1950s forward, for which we are grateful.

Conservation Files: Emily Teller continued to organize Conservation Commission departmental files, eliminating duplicates for more efficient storage.

Document Management System

The IT Department and Town Manager's office assisted in the review of our robust document management system to look for efficiencies in indexing and accessing documents electronically. Many documents are scanned for departmental convenience.

Community Preservation Grant projects

A consultant was hired to advise on managing our physical archives, an important element in our Records Management Program. We are continuing to investigate electronic records management programs that integrate town needs with the municipal records retention schedule developed by the state.

The Town Manager's records currently located in the archives center are being indexed and a work plan has been developed to organize and scan as necessary to eliminate duplicates with other departments, to increase storage space.

A work plan to organize and scan certain permitting files is being developed with Town Planner Jeff Morrisette to increase accessibility to older departmental files while eliminating duplicates with other departments.

A HEPA filtered vacuum cleaner was purchased through CPA funds for cleaning in the archives area.

RECYCLING COMMISSION

The mission of the Recycling Commission is to:

- Increase awareness of recycling benefits to the Town of Westford.
- Educate Westford residents on recycling options.
- Provide opportunities for non-curbide recycling.
- Implement programs that encourage diverting recyclables from the trash.

Alan Bugos
Kristina Erickson
Ellen Harde
Joan Keane
Charles Stark
Barbara Theriault
Sue Thomas

Implementing Mandatory Recycling Enforcement

Like all Town departments, the Westford Recycling Commission (WRC) was asked to develop and implement cost reduction measures in FY2013. Since a reduction in trash tonnage reaps the greatest financial benefits for the Town, the WRC approached the Board of Selectmen in October of 2012, asking them to reaffirm their commitment to the Mandatory Curbside Recycling Ordinance first enacted on October 24, 1994. The BOS unanimously supported the initiative. The WRC developed a plan that could be implemented in just a few months. On November 27, 2012, the Board of Selectmen unanimously approved the implementation of Mandatory Recycling Enforcement in Westford effective February 1, 2013.

The WRC immediately began publicizing and explaining the program, which instructs the trash hauler to leave trash at any residence which does not have a recycling container at the curb on recycling week. An explanatory letter was mailed to all residents with the December 2012 tax bills and the policy was prominently featured in the census letters. The WRC worked with other Town officials and both the trash and recycling haulers to ensure a smooth transition to the new policy. In addition to sending a number of notices and educational pieces to print and electronic media, the WRC overhauled our web site and provided an education session at the Cameron Senior Center. WRC commission member Ellen Harde and volunteer Kristina Greene also recorded a Westford CAT public service announcement “ABCs of Recycling in 2013” in March to help residents develop new habits.

Implementation went very smoothly. On any given recycling day, only a handful of the approximately 6,500 households on a route neglected to put out recycling and had their trash left behind, and of those, only a few called to express their dissatisfaction. As of the ending of FY 2013, after five months of enforcement, the WRC and the Town Clerk rarely get a call from either residents or vendors regarding enforcement. The most telling sign of our success was an apologetic letter a resident, who asked to remain anonymous, sent to the WRC, expressing his surprise at how quickly recycling has become a habit in his household, how astonished he is at the small volume of his remaining trash, and how thankful he is for our efforts and patience with his original objections.

Focus on Composting

The Commission continued our focus on residential composting, begun in FY2012. Since Westford pays by the ton for our trash to be hauled and incinerated, composting our heavy food scraps is an effective way to reduce the cost of solid waste disposal.

RECYCLING COMMISSION – CONTINUED

On November 15, 2012, the Town of Westford was awarded a Sustainable Materials Recovery Program Municipal grant from Massachusetts Department of Environmental Protection. The WRC used this \$1,250 award to purchase Earth Machine composters, an effective and affordable choice for composting. We promote composting on our web site, in our publications and in all of our education outreach. Westford Cable television regularly runs our video “Are you Composting Yet?”

In addition to promoting residential composting, the WRC takes an active role in composting in the schools. The students at Robinson School and Crisafulli School separated their lunch food waste so the food could be composted. The first part of the school year, volunteer Dennis Keane picked up the waste weekly and took it to Eric’s Garden Center on Boston Road. When Eric’s closed, Fat Moon Farm at Meadowbrook Farm on Gould Road began composting the food waste.

After Christmas, Robinson discontinued the program. However, Blanchard Middle School started composting with the support of a grant from Sustainable Westford’s Upcycle It! program. Thanks to Sharon Chew who took over from Dennis Keane and other volunteers to collect and weigh the bags each week and deliver them to Fat Moon.

Food waste represents a very large percentage of the tonnage generated at the schools. From April to June 2013, one ton of cafeteria food waste was collected from Crisafulli and Blanchard, and the Commission hopes to partner with other schools in the 2013-2014 school year.

Education and Outreach

The WRC continues to work with the schools to educate our youngest citizens about recycling. The WRC presented three separate assemblies to the students at Nabnasset School, one to each grade, K-2.

The WRC also instituted an ongoing quarterly recycling tips press release to address specific seasonal recycling concerns. The WRC distributes these through electronic, print and televised media, in an effort to improve the recycling habits of all residents, who may not yet be aware of all the items that can be diverted from their trash.

Finally, the WRC has also gone green, reducing the paper used in the Recycling Guide and focusing instead on keeping our website current and as comprehensive as possible.

Distribution of Large Recycling Toters

Over 800 families remain on the waiting list for a free black & yellow toter from IPR, and no more names will be added to this list. In the spring of 2013, after a four year hiatus, IPR made over three hundred toters available for distribution.

Residents can purchase toters rather than waiting for a free one. The Commission sells 64 gallon green toters at cost. In FY 2013, the Commission sold 402 toters at \$40 each. Demand increased appreciably in January when the mandatory recycling policy was announced, but has since returned to the former rate of one toter sold a day. On July 1, 2013, the price will go up to \$45, reflecting a similar increase in the Town's purchase cost.

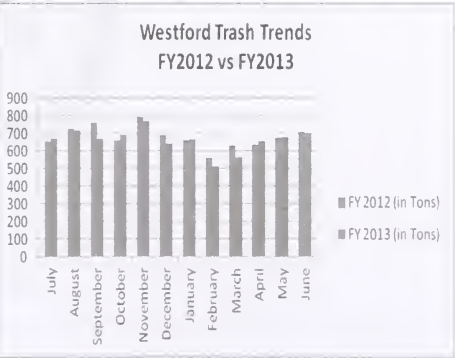
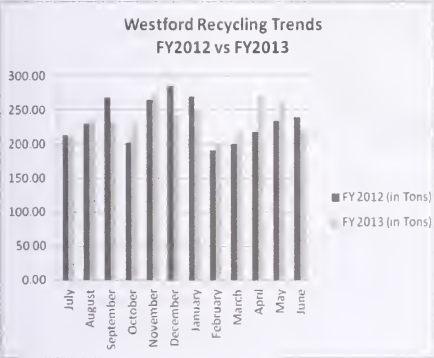
RECYCLING COMMISSION – CONTINUED

Ongoing Programs Continued in 2013

- Three E-cycling Events to collect used electronics, diverting over 45 tons from the waste stream over the course of the year
- Popular Bi-annual Hazardous Waste Collection Event diverted over 12 tons of toxic trash from the incinerator in November – Thank you Elizabeth Sawyer
- Education table at Farmers Market– Thank you Barbara Theriault
- Westford Water Department open house
- Earth Machine Sales and Delivery – 51 this year -Thank you Denise Seyffert
- Toter Sales and Distribution – Thank you Ellen Harde
- Printing and Mailing annual Recycling Guide – Thank you Kris Erickson & Michelle O'Donnell
- Westford CAT Programming
- “Reading Tree” Walk-in Book Recycling Container at Water Department – Thank you Charles Stark
- Recycling Education for Seniors, Students and Scouts
- New England Clothes Recycling
- Spring and Fall Brush Chipping at Town Highway Garage
- Leaf Pickup
- Mercury audit
- Litter League Green Team
- Bulk stickers for the disposal of large items – Thank you Wendi Foley
- Web site design and maintenance – Thank you Joan Keane, Alan Bugos and Town IT

Capturing the Savings

While it is too early to determine if the Mandatory Recycling Enforcement ordinance and other WRC initiatives have affected a large and permanent change in the disposal behavior of Westford residents, data for the final five months of the year are positive. In total, year to year data indicate an increase in recycling (+0.33 tons) and a decrease in trash tonnage (-224.58 tons) overall, representing a savings to the Town of almost \$16,000.



RECYCLING COMMISSION – CONTINUED

Preparing for the Future: Technical Assistance Grant and Continuing Education

The Town secured an In-Kind Technical Assistance grant in October of 2012 which allowed the WRC to hire Carolyn Dann, Mass DEP Municipal Assistance Coordinator, to develop a set of possible scenarios for the bid specs and contract negotiations when the Town's trash and recycling contracts expire at the end of FY2015. In addition, WRC members and volunteers are active in industry groups and attend solid waste conferences to keep up to date on developments in the market and anticipate any future needs.

Other Key Information

- Kristina Erickson served as Chair this past year. Her warm and steady hand kept us on time, on track and on great terms as we negotiated new territory.
- Many thanks to long time Commission member Joan Keane, who took leave of us at the end of FY 2013 after years of dedicated and cheerful service.
- The following volunteers took active roles in our work this year and we thank them heartily: Kristina Greene, Kathleen Canavan, and Jonathan Bollen
- The Commission meets the second Thursday of each month from 7 to 9 p.m. at the Roudenbush Community Center. All residents are welcome.
- Answers to most recycling questions can be found on our website: westfordma.gov/recycling

Like us on Facebook. 134 people did so in FY2013.



SEALER OF WEIGHTS & MEASURES

John Mangiaratti.
Assistant Town Manager

The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scales to ensure that the equipment is calibrated properly. The inspections are conducted annually by the State Division of Standards under a contract for a fixed fee administered by the Town Manager's office. The town collects revenue for each inspection to offset the cost of providing this service.

The town has worked closely with the Division of Standards to identify businesses to add to the inspection list each year. Since the Division of Standards conducts inspections on a calendar year basis, the information presented in this report represents calendar year 2012 inspections. The total revenue received in fiscal year 2013 for the fees assessed for the calendar year 2012 inspections was \$6,075.

Calendar Year 2012 Inspection Activity

The table below represents all of the inspections that were conducted by the sealer during calendar year 2012. The sealer conducted inspections at approximately 24 businesses and 2 schools in Westford for a total of 166 inspections. Electronic checkout inspections occur every other year and 2012 was a year without inspections.

	Type of Inspection	Number of Inspections Completed
Inspections of Scales	over 10,000 lbs	3
	5,000-10,000 lbs	1
	1,000 - 5,000 lbs	0
	100-1,000 lbs	3
	10-100 lbs	2
	less than 10 lbs	3
	Weights (all types)	0
Inspections of Measuring Devices	Gasoline Meters	123
	Vehicle Tank Pump	3
	Bulk Storage	0
	Taxi Meters/ Odometers	0
	Fabric Measures	0
	Cordage Measures	0
	Linear Measures (yard sticks)	0
Misc.	Reverse Vending (bottle return)	0
Electronic Checkouts	less than 4 units	0
	4 but not more than 11 units	0
	more than 11 units	0

More information about the Sealer of Weights and Measures is available on the town web site.

WESTFORD PUBLIC SCHOOLS

Everett V. Olsen Jr.
Superintendent of Schools

The 2012/2013 school year was another very successful year as evidenced by the achievements of students and staff. The excellence of the Westford's school system is recognized regionally and across all of Massachusetts. This continues to attract families with school aged children to Westford.

In the 2012/2013 school year, Westford Public Schools enrolled 5,281 students. The PreK-12 enrollment was 26 students less than our 2011/2012 enrollment of 5,307 students. Although the number of births in Westford has dropped from nearly 300 in 2001 to approximately 125 in 2012, our system-wide enrollment continues to remain strong. The most recent 5-year enrollment trend is presented below:

Year	PreK-12 Enrollment
2008	5324
2009	5288
2010	5306
2011	5307
2012	5281

The lower number of annual births in town is resulting in a slow decline in K-2 enrollment. However two additional key variables will also continue to impact enrollment. First is the number of families who move into town to enroll their children in Westford's excellent school system. Secondly, the continued construction

of high density residential housing will impact the system-wide enrollment. These variables will continue to present a challenge in projecting class sizes and enrollments across all grade levels. Until families register their child(ren) for school, it is very difficult to ascertain the number of new children who have moved into Westford during the summer and the age/grade distribution of the children.

Additionally, Westford participates in the state's School Choice program. Each spring we assess our enrollment for the following school year and determine whether or not Westford has the capacity to accept students who live in other communities. The School Committee is provided with a recommendation of the number of available seats and either accepts or modifies the recommendation. During the 2012-2013 school year 72 students were enrolled via the School Choice program. As parents recognize the high quality of education that the district provides, Westford generally has many more applications than available seats.

The academic performance of students continues to be excellent. Westford has an outstanding staff, rigorous curriculum and talented students from supportive families and residents who value excellent education. Graduates continue to be admitted to the finest colleges and universities throughout the nation and students continue to rank in the top 3% to 10% of all students across the state on the Massachusetts Comprehensive Assessment System (MCAS) in both English Language Arts and Mathematics. Although scores are excellent, Westford will always seek to improve its school system.

WESTFORD PUBLIC SCHOOLS—CONTINUED

Westford’s spring 2012 MCAS results are presented below:

Percentage of Students Scoring Proficient or Higher - (District/State Comparison)

Grade	Subject	District	State
3	Reading	78	61
3	Mathematics	80	61
4	ELA	81	57
4	Mathematics	77	51
5	ELA	84	61
5	Mathematics	86	57
5	Science	82	52
6	ELA	93	66
6	Mathematics	91	60
7	ELA	92	71
7	Mathematics	85	51
8	ELA	96	81
8	Mathematics	89	52
8	Science	79	43
10	ELA	99	88
10	Mathematics	96	78
HS	Science & Tech/Engin	94	69
All Grades	ELA	89	69
All Grades	Mathematics	86	59
All Grades	Science & Tech/Engin	85	54

Percentage of Students Scoring Proficient or Higher – (Comparable Districts, as determined by the state)

WESTFORD PUBLIC SCHOOLS – CONTINUED

Comparable District	ELA	Mathematics	Science
Belmont	90	82	80
Hingham	88	81	75
Hopkinton	90	83	77
Medfield	87	75	77
Nashoba	83	78	74
Natick	83	75	75
Needham	85	78	75
Scituate	87	81	75
Wachusett	84	73	73
Wellesley	89	78	66
Westford	89	86	85

State Rankings

	ELA	Mathematics
Grade 3	71	41
Grade 4	22	22
Grade 5	16	8
Grade 6	9	6
Grade 7	24	5
Grade 8	16	4
Grade 10	17	13

Throughout the year many staff members continue to develop their level of professional training which leads to more effective teaching and higher student achievement. Staff enroll in graduate programs and courses, and periodically attend educational meetings and conferences to further enhance their skills. The importance of this continuous professional growth is underscored by the research indicating that no other variable is more important to a student's level of achievement than the quality of the classroom teacher.

Westford is very proud of the many accomplishments of their students and staff throughout the year. These accomplishments are in the classroom, athletic fields, on stage and in art studios. Students have been recognized locally, regionally and in some instances nationally for their accomplishments, all of which result from the work of students under the leadership and direction of an outstanding staff member(s). Westford Public Schools has been recognized for its excellence by Boston Magazine and U.S News and World Report.

Included in this report are many and varied accomplishments. The list of awards and accomplishments grows annually. The support received from the School Committee, Board of Selectmen, Finance Committee, Town Administration, parents and the entire Westford community is invaluable. A strong partnership and commitment to educational excellence will continue to serve students well and prepare them for the very competitive world they will face in the future.

STUDENT ACCOMPLISHMENTS

ELEMENTARY

Nabnasset School

- Over 105 Nab projects were featured in the 2013 Scientists' and Inventors' Fair (one of the highest participation rates in the district). All enjoyed students' creativity and problem-solving skills.
- In celebration of the 100th day of school in February, students dressed up as though they were 100 years old. Some students were featured in the Lowell Sun for their participation in this event.
- During the 2012 presidential election in November, students at Nab participated in a mock election, learning about the process of voting. Kindergarten students voted on their favorite ice-cream flavors, while Grade 1, Pre-first and Grade 2 students voted on their favorite books.

Abbot School

- During the 2012 presidential election in November, students at Abbot participated in a mock election, learning about the process of voting. Barack Obama was the winner.
- Many Abbot students took part in a Pumpkin Painting activity and a Family Game Night this fall. Students and families enjoyed spending time together at school.
- For the second year, the Abbot School participated in the WA Ghosts and Goblins program. This program offers elementary students an opportunity to be mentored and tutored by WA students after-school.
- Selected Abbot students participated in an Academic Excellence program this winter. This program is designed to help students learn/practice useful strategies to use on the MCAS.
- The Abbot Authors' Writing group took place this winter. Thirty 4th/5th grade students participated in this program learning key strategies for writing long pieces.
- In January 2013, the Abbot School held its annual Geography Bee. Michael Pristin was Abbot School's Geography Bee winner. Michael will take a test to determine if he will move on to the statewide competition.
- Grade 3 students at the Abbot participated in a Scholastic Book Virtual Author Visit and Fan Question and Answer Webcast with J.K. Rowling in October. Students enjoyed speaking with a famous author.

Rita Edwards Miller School

- An Arts & Education Program on weather brought Barry Burbank to the Miller School. Meteorologist Burbank created an atmosphere of inquiry and curiosity with the first grade students. The students were viewed on air during a broadcast in February. This organization has brought other fantastic opportunities to Miller students, such as grade two presentations "Helen Keller" and "Chinese Acrobats"; grade one "Wingmasters- Birds of Prey" and "Rhythm Kids" for our kindergarten students.
- First grader Alan Quan took first place in the Braille Challenge held at the Carroll Center for the Blind. On May 1st, the community will learn if Alan will go on to compete in the Nationals.

STUDENT ACCOMPLISHMENTS – CONTINUED

Norman E. Day School

- Day School was only one of 64 schools across the state to receive the designation of 2012 Commendation School from the Commissioner of Education for student high achievement, high growth, and/or narrowing proficiency gaps
- Day School was named a 2012 Green Foundation School for their efforts having student homeroom representatives complete an energy audit, posted signs around the school as reminders on how to conserve energy, and the creation of an Energy Saving Pledge.
- At the conclusion of the second of three rounds the Grade Four and Five Math Clubs were each tied in first place in the 2013 national On-Line Math League.
- All Day School Grades Four and Five students participated in the National Geographic Bee. School contest winners were: First Place - Suraj Rajiv, Second Place - Jack Mahony, and Third Place - Taylor Shea. Suraj Rajiv qualified for the state competition that was held in April 2013.
- Day School Grade Five students tied for the highest percentage of students in the advanced and proficient categories on the 2012 Math MCAS test in the state.
- Day School students Sammy Agrawal, Divij Kunaparaju, Suraj Rajiv, Shivangi Ranjan, Soumya Vadicharla and Pradhyum Vikram participated in the region Destination Imagination achieving third place.

Col. John Robinson School

- Col. John Robinson School has further developed Community Compassion Projects to encompass the principles of service learning by encouraging students to learn about community issues and be part of the solution.
- Robinson students participated in service learning activities to address issues in the community such as hunger, poverty, early childhood literacy and reaching out loud to veterans and senior citizens.
- Robinson first grade students all participated in the Book Buddy Program with partners from the Crisafulli School. All students engaged in literacy projects specifically designed to enhance the reading skills of both partners.
- Robinson first and second grade students performed in musical presentations for the school and parent community under the direction of music teacher Laurie Oliver. Second grade presented a “Multicultural Event” and first grade presented “Wacky Weather”.

John A. Crisafulli School

- The composting program was in full swing in all grade levels and the kitchen. Each day the students and kitchen staff put compostable materials in a separate bucket to be collected by the Recycling Commission. The students reached their goal of collecting 486 Bucket Filler Cards in January. Their reward was that Ms. Kennelly had to dress like a chicken on January 18th. This was part of a program to be a “bucket filler” not a “bucket dipper” and to do kind things for others.

STUDENT ACCOMPLISHMENTS—CONTINUED

- The students participate in monthly community meetings that focus on PAWS – Power of our Words, Acceptance of Others, Willingness to Help Others and Self-Control. A literature book is read that supports PAWS and rich discussions take place to reinforce the importance of being respectful community members.
- Five fourth grade classes at Crisafulli have continued with the Book Buddy Program with five first grade classrooms at Robinson School.
- The fifth grade play “Peter Pan” is in production and we look forward to the May performances.
- The Crisafulli Math Club is in its second year. The students look forward to their monthly math meetings and participation in the On-Line Math League (National Competition). As of 2/25/13 the rankings were:
 - Grade 3 – Tied for third place out of fifty-four teams entered.
 - Grade 4 – Tied for second place out of sixty-five teams entered.
 - Grade 5 – Tied for fourth place out of sixty-four teams entered.
- Crisafulli has been celebrating its “Tenth Year” of educating Westford students. Each month there is a special activity to celebrate. We have done ten jumping jacks as a school, each class listed ten things they were “Thankful for at JAC”, finding ten hearts with positive quotes and listening to ten minutes of quiet music to start the day.

MIDDLE SCHOOLS

- Stony Brook student Avinash Bakshi participated in the National History Day competition as part of the History Day Club and won for his entry *The History of OPEC* in the category of single website design. He will be competing in the State Finals on April 6th.
- Stony Brook MATHCOUNTS Team competed in the MATHCOUNTS Competition Program which is a national middle school coaching and competitive mathematics program that promotes mathematics achievement through a series of fun and engaging “bee” style contests. The program exists in all 50 states plus U.S. territories and the Department of Defense and State Department schools. Stony Brook came in 14th out of 50 teams. Congratulations to the following students who made it to the Chapter Round and then to the State Round (*) for the MATHCOUNTS competition:

Nihar Sheth*	Anthony Zhu	Rittika Adhikari
Harshal Sheth*	Adithya Vellal	Varun Srivastava
Abhimanyu Bhargava*	Justin Huang	Krish Sharma
Arya Kunaparaju*	Andee Song	Coaches: Jagruti Sheth, Harita Mantena and Stephanie Sullivan
- Blanchard Student Council presented at the National Conference and awarded the gold award for service.
- Blanchard’s Destination Imagination Team won first place at the regional conference.
- Middle School Music: Massachusetts Eastern District Junior Music Festival - The following students were accepted into the Massachusetts Eastern District Junior Music Festival. Over 1000 students from the Eastern District auditioned with only 40% of the students being accepted. The students performed in a full day intensive rehearsal on March 8, 2013 culminating in a concert on March 9, 2013 alongside the best and brightest music students in the Eastern District.

STUDENT ACCOMPLISHMENTS — CONTINUED

Fifteen Westford middle school students were selected:

Lloyd G. Blanchard Middle School	Thomas You, Cello
Beckett Azevedo, Voice	Cheng-Ting Yu, Trumpet
Morgan Bott, Voice	Nigel Zhang, Violin
Gillian Limbert, Voice	
Devon Witney, Voice	Stony Brook Middle School
Esther Kimm, Violin	Sean Tseng, Viola
Yury Namgung, Viola	Celia Zhou, Violin
Ashley Wang, Cello	Rattika Adhikari, Voice
Jeffrey Wong, Violin	Andrew Leung, Violin

WESTFORD ACADEMY

- U.S. News and World Report GOLD Status School - Best High Schools in America- 2012
- Boston Magazine Ranked Westford Academy # 22 in 2012. moved up from 26th in 2011
- Westford Academy National Merit: 34 Commended Students and 9 Finalists
- Below is a sample of colleges to which our 2013 Westford Academy students have been accepted: Babson College, Bates College, Boston College, Case Western Reserve University, University of Chicago, Emory University, Franklin & Marshall College, Georgetown University, Harvard University, College of the Holy Cross, Johns Hopkins University, University of Michigan, Middlebury College, New York University, University of North Carolina – Chapel Hill, Northwestern University, Sarah Lawrence University, Smith College, Tulane University, Vanderbilt University, University of Virginia, Wesleyan University, College of William and Mary
- Westford Academy Programming Club - members Pat Long (Grade 12), Michael Colavita (Grade 9) and Alok Puranik (Grade 9) won First Place and bagged a trophy in the 8th annual 2013 High School Programming Contest held at WPI on March 4, 2013. 50 teams participated in the contest this year, including teams from Phillips Academy, Lincoln Sudbury, Wayland High School, Phillips Exeter Academy, Wellesley High School, to name a few. The contest is open to all high schools in Massachusetts, as well as surrounding states. This was the first time that a team of three students from Westford Academy has participated in this contest.
- Math Team - The Westford Academy Math Team had a strong year winning 5 out of 6 meets in the Massachusetts Mathematics League. Pat Long, Yi Zhang, Kevin Jiang, Marissa Burgess, Rohan Rastogi, Alok Puranik, Nihaal Korandla, Pranav Nanga, Michael Colavita, Rama Mannava, Gregory Szytko, and Nehal Navali all made contributions toward winning these meets. In addition, Pat, Yi, Kevin, Alok and Karan Sarkar all qualified for the AIME invitational competition due to their high scores on their AMC A and B competitions.
- DECA - 54th Mass-DECA Career Development Conference at the Marriott Copley Hotel in Boston, MA - 117 Westford Academy DECA business club members qualified at the District Competition for the right to compete at the annual state conference. Also competing at state conference were 64 other Massachusetts schools and almost 2000 students.

STUDENT ACCOMPLISHMENTS—CONTINUED

The event spanned 3 grueling days with each student required to perform in 3-4 exams/roleplays within their specific event. Their accumulated scores were then ranked versus the other event participants. Top 4 in each event would qualify to compete at the International Career Development Conference held this year in Anaheim, CA.

Before the events even started, WA students found success. Lena Mirisola won the Program Design Award, and her artwork appeared on all of the conference programs. Jayne Pilachowski campaigned for Massachusetts DECA State Officer and was voted in over 13 other candidates. This set the stage for what WA DECA members were about to do during the rest of the conference. WA students participated in 26 events. Top ten in each event received an award. WA had 41 students place in the top ten, taking 16% of the total possible awards. WA also took 35% of the 1st place awards, 12% of 2nd place, 19% of 3rd, and 19% of 4th.

On the final day, 27 WA students had succeeded in qualifying for the international conference at the end of April. They are Lauren Katz, Brendan Ryan, Dipanshi Shah, Erin Shaughnessey, Ed Wang, Evan Wang, Ali Flagler, Karun Kannan, Leah Giacalone, Allie Hopkins, Matt Desforge, Nick MacMaster, Christina Caviston, Rachel Meyer, Sam Balian, Siddhant Navali, Akhi Samant, Jayne Pilachowski, Eric Sporel, Lena Mirisola, Abby Cianciolo, Akshay Bhardwaj, Ben Woodward, Chris Tierney, Jon Walsh, Lee Spinosa, and Tori Weiss.

Performing Arts

- Westford Academy Theater Arts production of *Sonia Flew* was named *Winner* at the Preliminary Round of the Massachusetts Educational Theater Guild's State Festival held on March 2. In so doing WATA earned a berth in the Semi Final Round on March 9th at Brockton High School. In addition to the team advancement, ten WA students were named to the All Star Cast for Outstanding Achievement:
 - Sarah Vasilevsky for *Excellence in Acting*
 - Emily Brown for *Excellence in Acting*
 - Nick Nudler for *Excellence in Acting*
 - Elise Paugh for *Excellence in Technical Theater: Lighting Design*
 - Peter Cialli, Katie Levitsky, Nick Calow, Dayle Welch, Chris Ditmars, and Irene Harris for *Excellence in Technical Theater: Set Design*

The Semi-Final Round of the Massachusetts Educational Theater Guild's State Festival held on March 9 at Brockton High School. Earning a berth in the METG State Finals on March 21, 22, 23 at the Back Bay Convention Center in Boston.

STUDENT ACCOMPLISHMENTS—CONTINUED

- In addition to the team advancement, 21 WA students were named to the *All Star Cast for Outstanding Achievement*:
 - Sarah Vasilevsky for *Excellence in Acting*
 - Michelle Torto for *Excellence in Acting*
 - Maimuna Ahmad for *Excellence in Acting*
 - Nolan Laflamme for *Excellence in Acting*
 - Emily Brown for *Excellence in Acting*
 - Sarah Welch, Abigail Welch, Jenie Michael, Renee Craig, Ona Oliver, Anna Hartmann, Julia Stern for *Excellence in Technical Theater: Costume Design*
 - Lauren Marple, Meghan Carlyle, Peter Cialli, Katie Levitsky, Nick Calow, Dayle Welch, Chris Ditmars, Erin Carr and Irene Harris for *Excellence in Technical Theater: Set Design*

Music

- Twenty members of the Westford Academy Honors Choir performed at the Westford Council on Aging Holiday Luncheon in December.
- 110 Marching Band members performed at all WA Football games and with over 70 marching bands in the University of Massachusetts Band Day at Gillette Stadium.
- Freshman Sai Balabhadrapatruni qualified for the 2013 Eastern Jr. District Chorus
- Sophomore Sophia Tiano qualified for the 2013 Eastern Jr. District Chorus
- Over 350 Choral Students collaborated to produce the WPS Town Wide Choral Night. Under Directors Cathy Lanno, David Lussier, Holly Johnston, Laurie Oliver and Karen St. George, each School Chorus performed then combined to fill the stage in the largest performance of its kind on the WAPAC Stage in front of a sold out house.
- Thirty-five students from Troubadours and Honors Choir performed at community event in memory of Westford Academy icon Phyllis Seddon.
- Karen St. George performed with the Boston Night of Worship, bringing worship leaders together from all over New England. She is a regular leader of worship in her home church in Chelmsford.
- WA music students had a very strong year at the annual Junior and Senior District auditions and festival ensembles.
- 12 freshmen auditioned at the Eastern Division Junior District ensembles and 6 got in.
- 51 students auditioned for the senior level ensembles with 23 winning spots in the festival ensembles.
- 10 students were invited to audition for the All-State ensembles and 5 were admitted to the states best ensembles.
- The pit of WATA's production of Evita featured 28 musicians who rehearsed for 60 hours in preparation for 8 performances.
- Members of the 32 person Westford Troubadour String Ensemble have performed at the fall mentor/mentee reception and at the Westford Nursing and Rehabilitation Center.

STUDENT ACCOMPLISHMENTS – CONTINUED

Athletics

Spring 2012

- Boys Lacrosse repeated as Dual County League Champions.
- Brendan Sullivan repeated as the MIAA State Champion in the pole vault and set a new school and state record.
- Ashley Craig set a new school record in the pole vault.
- Boys lacrosse, Girls lacrosse, Boys tennis, Boys volleyball, baseball, softball, Girls tennis and track all qualified for postseason tournament competition.

Fall 2012

- Girls volleyball, field hockey, Girls soccer, Boys soccer, Boys golf, cross country all qualified for postseason competition.
- Boys Golf qualified for the State Championship.

Winter 2012-2013

- Kelly Huber was named the MIAA Student Athlete of the Month for January 2013.
- Girls Swimming/Diving repeated as Division 1 State Champions. Kelly Huber and Jen Marrkand won individual state championships. The team also had two relay teams win state championships. Kelly Huber, Jen Marrkand, Grace Gosselin, Tori Weinstock won the 200 medley relay. Courteney Martin, Tori Weinstock, Emma Gosselin, Jen Marrkand won the 400 yd Free Relay. The team set many new individual and relay school records.
- Boys Swimming/Diving finished 2nd in the MIAA Division 1 State Championship.
- Boys Alpine ski team repeated as Mass Bay West League Champions and finished Fourth in the State at the MIAA Championship. James Larsen won the MIAA State Championship in the Giant Slalom.
- Girls Ice Hockey won the MVC/DCL League Championship and made the MIAA Division 1 State Semifinals.
- Boys Basketball won the Dual County League Championship and qualified for postseason tournament.
- Girls Basketball won the Dual County League Championship and made the MIAA Division 1 North Sectional Finalists.
- Girls Cheerleading won the DCL Championship and placed 1st at the Austin Prep Invitational.
- Gymnastics qualified for the North Sectional tournament.
- Nick Sciuto (1,000M) and Qadir Barnard Pratt (high jump) both set new school records in their respective events. Emily Ruggiero qualified for Nationals in the 2 mile.
- Nordic Ski had their best season ever. Sean Skahen finished 3rd in the State and the boys team finished 4th in the State. Allie Skahen finished 18th in the State, a school best ever.

STUDENT ACCOMPLISHMENTS—CONTINUED

COMMUNITY SERVICE

- The Nabnasset School collected one of the largest amounts of gently worn shoes for the PTO fundraiser titled “Shoe Box Recycling.”
- Nabnasset students raised \$300 for the Holiday Helper program by doing chores at home. The money collected was sent to a Westford family in need of support during the holiday season.
- The Abbot School participated in the Souper Bowl of Caring in February. All donated food items were given to the Westford Food Pantry.
- The Miller School held the annual Pennies for Patients fundraiser for the Leukemia and Lymphoma Society, March – April.
- *Dance for A Cause* was held at the Miller School in February; students raised \$248 for the Best Buddies Foundation.
- Cub Scout Troup Number 95 organized the Annual “Spruce-Up” Day for Miller School.
- The Miller School partnered with the Lowell Wish Project, Magic of Christmas and supported eighteen families during the month of December.
- Second grade Miller School students wrote letters to the Veterans at the Veterans Administration Hospital in Bedford, MA. Letters from four classes were delivered to the facility thanking our veterans for protecting our country and interests.
- In January, Day School Student Senate members decorated flower barrels in front of the school cafeteria.
- Boy Scout and former Day School student Mustafa Buxamusa completed his Eagle Scout project constructing ten large wooden bookshelves with his Westford Troop 591 peers.
- The Hunger/Homeless Food Drive and Grade Four Turkey Trot collected 1,555 food items from the Day School. All items were donated to the Westford Food Pantry.
- For the winter holidays community member Denise Dougherty and Grade Three Teacher Lisa Gonsalves coordinated the Helping Hands Compassion Project arranged through the Cameron Senior Center.
- Robinson Kindergarten engaged in a Hat and Mitten Drive to collect warm winter clothing for children staying at the House of Hope.
- Robinson Pre-first students collected, sorted and counted gently used books for a library for families in the area staying at the House of Hope.
- Robinson First grade students visited the Westford Food Pantry in October, took an inventory of needed items, collected nonperishable food and returned to the pantry to stock the shelves.
- Robinson Second grade students will collect and sort tea and snack items, decorate and deliver gift bags to the Senior Center to brighten the day for seniors and shut-ins.
- Student Council along with the Crisafulli students collected six baskets of food for the Westford Food Pantry for Holiday Dinner Baskets. Each grade level collected for a ham basket and a turkey basket.

STUDENT ACCOMPLISHMENTS – CONTINUED

- Crisafulli students and staff participated in “Lend a Helping Hand” a fundraiser to raise funds for those affected by Hurricane Sandy. Each student filled out a hand with five chores that were completed to donate to the fund.
- Crisafulli students participated in the *Love of Ericka* toy drive and provided many smiles to children in need during the holiday season.
- Crisafulli students participated in collecting “gently” used coats for the *Coats for Kids* project sponsored by Anton’s Cleaners.
- Crisafulli students will write notes of “spring cheer” to seniors and veterans to express their kind thoughts to lift winter spirits.
- Crisafulli staff participated in the *Power in Pink* to raise funds for the Westford Wonder Women’s walk for breast cancer in Boston.

STAFF ACCOMPLISHMENTS

- Norman E. Day School's Grade Five Teacher Roger Whittlesey authored a book for young adults titled "Home To Oblivion".
- Principal Sharon Kennelly and Crisafulli fifth grade teacher Lenore Kost were awarded a Westford Education Foundation (WEF) grant to attend the Responsive Classroom Schools Conference at George Washington University. They attended workshops in applying brain research to education and responsive school discipline.
- Special Education iOS - Technology specialists Andrea Gardner and Lisa Sanderson were awarded a WEF grant to attend two-day training by Apple entitled "Special Education iOS" for nine information technology staff members and nine support service teachers.
- Miller teachers Liz Colantuonio, Cheryl Campbell, Karen Berrigan, Kristin Bertolami, and Jayna Arevalo, received a WEF grant entitled "Using iPod Touches During Literacy Block." This grant allowed the purchase of 3 iPod Touches to be used across first and second grade classrooms during literacy instruction.
- Miller teachers Liz Colantuonio and Cheryl Campbell were awarded a WEF professional development grant in the spring of 2012, to attend a two-day workshop by Apple on iOS and using the iPad to support instruction for special needs students.
- Seven Miller teachers received a WEF professional development grant to attend the Christa McAuliffe Technology Conference this year.
- Eight teachers from Miller attended the National Literacy for All Conference in Rhode Island in November.
- Katelyn Meyler, Grade 2 Teacher at Robinson, was a Westford Education Foundation recipient of 2 iPads for technology integration in the classroom.
- Teaching American History Grant - Seven Westford teachers, four staff members at Westford Academy and three from the elementary schools participated in a year long program entitled "Imagination, Invention, and Innovation: The Making of American History" funded by a Teaching American History grant from the United States Department of Education. Working with the University of Massachusetts at Lowell, the program featured lectures, discussions, local and regional field trips, hands-on workshops, scholarly based teacher research projects and a week-long, content-intensive summer institute. Those attending from WA included, Libby Porter, Social Studies Coordinator 6 – 12; Anita Goldberg, English Curriculum Coordinator 6 – 12; John Wysokowski, social studies teacher; and Joel Gray, special education teacher. Also included are Marianne Butterline from the Day School, and Stacey Mulholland and Karla Pentedemos from the Abbot School. The interdisciplinary units of study that the teachers designed can be found on the Billerica Teaching American History web pages.

STUDENT SUPPORT SERVICES

Westford Public Schools offer a wide range of Student Support Services. We are fortunate to have talented and dedicated general and special education staff members who continuously strive to improve their practices in educating diverse learners. All students have the right to be educated in their neighborhood school and side-by-side their age appropriate peers. Our first layer of services begins with hiring highly qualified teachers and related service providers who have a strong understanding and respect for the developmental stages associated with each grade level.

Courtney L. Moran
Director of Pupil Services

Westford Public Schools support 667 students with differing abilities. We provide a continuum of services that focus on inclusion. By responsibly including students with their peers, academic, behavior, and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including: specific academic instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

Massachusetts percentage of students with special needs	Westford's percentage of student with special needs
17%	12.50%

According to June, 2013 report

Of the 667 students Westford Public Schools serve, 41 students are placed in private special education day schools, collaborative classrooms or residential school placements.

With financial assistance from the Department of Elementary and Secondary Education, the Special Education Program Improvement Grant funded high quality professional development for our special education and general education staff in FY13. Evidenced-based interventions focused primarily on language-based instruction and support for a growing and complex social/emotional population. Westford Public Schools will continue to develop and enhance programs to accommodate individual needs of students.

Short and long-term challenges include narrowing the achievement gap among all our learners.

FY13 awarded grants:

Funding Source	Federal/State	FY12	FY13
Grant 262	State	\$19,525	\$19,453
Grant 274	State	\$61,580	\$39,242
Grant 240	Federal	\$931,692	\$937,768

SCHOOL HEALTH SERVICES

Joan Mitchell, BS, RN, MEd
School Nurse Leader

“School nursing is a specialized practice of professional nursing that advances the well-being, academic success and life-long achievement and health of students. To that end, school nurses facilitate positive student responses to normal development; promote health and safety, including a healthy environment; intervene with actual and potential health problems; provide case management services; and actively collaborate with others to build student and family capacity for adaptation, self-management, self advocacy, and learning.” National Association of School Nurses 2010

Clinic visits: As of May 29, 2013

Description	Quantity	Percentage
Return to class	30,886	93%
Dismissed due to illness	2033	6%
Dismissed due to injury	106	0.3%
Other	168	1%
Total	33, 163	

The following is a partial list of students’ physical/developmental conditions as gathered from emergency cards completed by parents during the 2012-2013 school year:

<u>Category</u>	<u>Total Students</u>	
	<u>2012</u>	<u>2013</u>
ADHD/ADD	253	255
Depression	68	168
Allergies:		
Food allergies	283	318
Bee sting allergies	36	40
Latex allergies	10	17
Asthma	599	632
Cardiac conditions	25	30
Diabetes Type I	24	25
Migraine headaches	25	42
Celiac disease	15	60
Seizure Disorder	22	22

SCHOOL HEALTH SERVICES—CONTINUED

<u>Health Screenings Conducted</u>	<u>Total Students</u>	<u>Grades Tested</u>
Hearing	2185	K-3, 7, 10
BMI	1543	1, 4, 7, 10
Oral Health*	264	1-6
Postural	2001	5-9
Vision	3037	K- 5, 7, 10

*in collaboration with Westford Board of Health

School nurses responsibilities include:

- first aid, illness assessment, mental/behavioral health support
- collaboration with guidance counselors for the social/emotional needs of students
- individual/classroom health education (i.e. depression/anxiety. sun safety, bullying, hand-washing, diversity, health and hygiene)
- immunization verification
- medication administration
- update and maintenance of school health records
- health education for students, staff, and parents
- management of individual health care plans and emergency plans
- health screening and referrals for health care and health insurance

Staffing:

Each school has a school nurse and Westford Academy has two nurses.

Ongoing Projects in Schools:

- **Project Interface**-referral source for students with mental health issues-9/1/2012-4/30/2013- 76 students were given access to mental health services
- Over 1600 BMI calculations were sent to students' homes
- Mental Health Collaborative-small study groups about mental health
- Over 300 students were vaccinated for flu/H1N1
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Hand washing/cough etiquette classes for grades K-8
- Diabetic care as needed-hourly, daily
- Vigilant lice screenings with constant communication with staff and parents
- WA Senior student interned for 7 weeks at 7 different schools
- Back pack awareness presentation
- Human growth and development presentation
- CPR/AED and First Aid classes for all the nurses
- SOS-Signs of Suicide presentation and questionnaire to 7th grade students at Stony Brook and Blanchard Middle Schools-parents called as needed
- The Day School program WOW (Walking Outside for Wellness) a walking program for students during recess.
- Lyme disease prevention presentation
- Ultimate Frisbee after school
- Water and pool safety presentation

School nurses work closely with the Westford Board of Health and the staff of Pediatrics West to provide quality health services for students, staff, and families in Westford.

CURRICULUM AND INSTRUCTION

Christine Francis, Ed D
*Assistant Superintendent of
Curriculum & Instruction*

The Westford Public Schools offer a variety of learning opportunities that meet and extend the Massachusetts' curriculum mandates. As a result of this rigorous curriculum, our students continue to perform very well on standardized assessment measures (MCAS, AP exams, SATs). Even with these results, we continually look for ways to improve the school district through our work as a professional learning community. Improving the delivery of instruction and focusing our attention on curriculum that challenges students continue to be our mission. Using both current research on instruction and available data from assessments in all disciplines, we concentrate on teaching and learning and offer high quality, sustainable professional development for our staff members.

Curriculum Task Committees involve teachers in the areas of fine and performing arts, English/language arts, foreign languages, health/wellness, history/social studies, mathematics, and science/technology/engineering, to examine current curricula, refine common benchmarks at each grade level, upgrade assessments, and promote the goals in our strategic plan. The work of the Curriculum Task Committees is on-going and ensures that all aspects of the curriculum are relevant and meaningful. Curriculum Coordinators and teachers stay current on educational research through attendance at local and national conferences and by participation in discussion and study groups dealing with the most current educational literature. Using the Understanding by Design model for curriculum development, teachers continue to improve upon our content offerings. Adhering to a general curriculum model throughout all of the grade levels ensures a consistency that has improved the delivery system in all content areas.

The Massachusetts Department of Elementary and Secondary Education (DESE) has created a new framework for Educator Evaluation, which Westford implemented during the 2012-2013 school year. The new framework applies to all educators (including all administrators and teachers). Consistent with the recommendations of national experts, this framework focuses on student learning and professional growth. All educators are required to write two goals, one focusing on student learning and one on professional practice. These goals can be individual or team. There are five steps to the process: self-assessment, goal writing and plan development, implementation of the plan, mid-cycle review, and summative evaluation. Teachers are rated on four standards: Curriculum, Planning and Assessment; Teaching All Students; Family and Community Engagement; and Professional Culture. Administrators are evaluated on four similar standards: Instructional Leadership; Management and Operations; Family and Community Engagement; and Professional Culture. During the 2012-2013 school year, as required by the DESE, we evaluated 50 percent of all Westford educators with the new framework. Throughout the year, we held training sessions for teachers and administrators, all of whom were engaged and completed outstanding work, with the goal of continuous improvement for our students and our own professional growth. In 2013-2014, all Westford educators will be evaluated via this system; we will continue training sessions in order to maximize the potential of this new framework.

CURRICULUM AND INSTRUCTION – CONTINUED

In 2012-2013, for the second year in a row, the district Leadership Team identified six priority topics and created related Professional Learning Teams. The topics were: RtI (Response to Intervention) and Data; Technology Integration; Safety; Differentiated Model for Advanced Learning Opportunities; Educator Evaluation; and Full-Day Kindergarten. Each of these teams researched a topic, created or revised documents related to the topic, and made recommendations at the end of the year. For example, the Technology Integration PLT recommended a return of a technology coordinator position, which had been cut several years ago, due to budget issues. As a result, we have a new K-12 Director of Digital Learning, who is responsible for developing a shared vision for technology to support our curriculum and instructional goals, and to ensure that our technology dollars are spent wisely.

During the 2012-2013 school year, professional development for all teachers focused on implementation of the new state curriculum frameworks in English Language Arts and Mathematics, which incorporate the Common Core State Standards. These standards highlight the importance of literacy in all content areas. Targeted training in early literacy skills, universal screening, and differentiated mathematics instruction in elementary classrooms was provided during Early Release Professional Development sessions and during the school day. At the Middle School and High School levels, specific content and pedagogical professional development was provided during the Early Release sessions which focused on curriculum, as well as during department meetings. The University of Westford continues to provide rigorous, graduate level courses within our school system. This year's offering included courses in brain-based teaching and learning, mentor teacher training, integrating technology into the curriculum, and Skillful Teacher.

The administrative team has continued to work on offering the most effective instructional strategies to our struggling learners. This past year, the RtI/Data PLT created a manual describing Westford's approach to RtI, which provides early intervention and frequent progress-monitoring for struggling learners. Copies of this manual are being provided to all teaching and administrative staff. In addition, we updated our procedures for English Language Learners and prepared for new state requirements regarding this population of students.

Licensed school librarians (half-time at the elementary level) serve our schools by managing the libraries and working with teachers to promote independent reading habits and develop information literacy skills. Librarians see all students in a fixed schedule in grades K-8. Library collections consist of a mix of print and online resources selected to support the various academic subjects and appeal to the interests of diverse readers at each grade level. Library collections have been supplemented with additional resources creating level libraries that have been created to meet the diverse needs of our students. At Westford Academy, students have access to many of the same electronic collections that they will encounter at college. Students and their teachers use technology as a learning tool. Additionally, staff takes advantage of our technology for record keeping, data analysis and communication. Students acquire technology skills through application in curriculum-based activities and projects under the guidance of our integration technology specialists and classroom teachers. Each school's technology integration specialist provides the ongoing professional development and support required for this type of integration of technology into the curriculum.

CURRICULUM AND INSTRUCTION—CONTINUED

The management of Westford Public Schools' technology infrastructure, including technical support, network management, communications applications, and hardware replacement, is coordinated with the Town in order to maximize efficiencies and cost savings. This collaboration between the Town and school system intends to develop an academic server structure that will be cost-effective, scalable, and will best meet teaching and learning needs.

The social/emotional growth of our students is just as important as their academic growth. Westford elementary schools have adopted a program entitled Responsive Classroom. Administrators, instructors, and support staff in grades K-5 have been trained in the various components of this exciting program and the findings show a more positive classroom climate and culture. This summer, for the second year in a row, Westford hosted a Responsive Classroom Institute, which was attended by educators from many districts in the area. Social/emotional development is part of our RtI program. We are working to coordinate our efforts within an RtI framework to provide general support for all students and more specific support for those who require interventions.

As members of the school community, we appreciate the continued support provided by the townspeople of Westford. We are proud of our school system and fully understand the level of commitment that is necessary from the citizenry. The Office of Curriculum and Instruction extends a sincere thank you to each and every one of you.

FACILITIES AND OPERATIONS

The School Department completed many facilities projects during the 2012 – 2013 fiscal year, with the goal of ensuring that students and staff have a safe,

Kathleen Auth
Director of School Finance

clean and stimulating learning and working environment. Many of the activities in the summer months cover regular preventive maintenance activities for the structural components of the school buildings, including elevators, boilers, heating and cooling systems, air exchangers, building security systems, fire safety equipment and kitchen equipment. The floors are stripped and new finishes are applied each year, and the gymnasium floors are refinished on a rotating basis. These jobs are generally conducted during the summer months when there are fewer ongoing activities in the schools. However, since many of the buildings house active summer programs, creative scheduling is called for.

The School Department's capital appropriation for FY 2013 included funds to purchase a replacement pickup truck to be used by the Maintenance Department for its daily activities and for snow clearing and sanding operations in the winter months. Funds were also appropriated to replace a boiler at the Abbot School that was originally installed in 1969. The second Abbot boiler, dating from 1984, is scheduled to be replaced next year. All of the boilers that have been installed throughout the system in recent years have been selected with energy efficiency in mind and with dual-fuel capability to allow the option of choosing the most cost-effective fuel source each year.

The School Department was able to purchase and install a Point-of-Sale (POS) system in all nine school cafeterias thanks to another capital appropriation for FY 2013. This system provides significant benefits to the students and their parents, including speed of service, online pre-payment convenience, and the added safety feature of food allergy notifications where indicated. The POS systems were installed in February and March, and the online account pre-payment feature was added in April.

The replacement of the windows at the Robinson School and the Day School continues to be a high priority in the School Department's 5-year capital plan. The Town appropriated funds in FY 2013 to be used for a feasibility study for these two window projects. The study was deferred, however, and with the assistance of the Permanent Town Building Committee, a Statement of Interest (SOI) for potential grant funding to cover a portion of the cost of the two projects was submitted to the Massachusetts School Building Authority (MSBA). The Town received notice in June 2013 that it had been invited into the MSBA's Accelerated Repair Program to collaborate with the MSBA in conducting feasibility studies that will explore potential solutions to the problems identified in the SOI. This is not an approval of funding for the projects, but it is an important first step.

Most of our maintenance projects continued to be accomplished using available funds within the School Department's operating budget. A sample of the projects that were undertaken in FY 2013 included the ongoing replacement of flooring at Miller, Robinson, Nabnasset, Abbot, Crisafulli, Day and the Integrated Preschool.

FACILITIES AND OPERATIONS—CONTINUED

The modular unit located at the Robinson School was repurposed and now functions as a computer lab and conference space. The carpet in the Blanchard library was replaced after more than 20 years of use, and some of the library chairs were reupholstered. Cabinets, shelving, and display cases were built in several schools by our staff carpenter. Hallways were painted in several of the buildings to brighten those spaces and provide a more inviting learning environment.

Exterior needs were also addressed by our facilities crew and outside contractors. The tennis courts at the Robinson School, which are used by the Westford Academy tennis teams as well as members of the public, were resurfaced during the summer. Concrete sidewalks were repaired at Blanchard. We continued our collaboration with National Grid by converting all of the exterior lighting fixtures in the parking lots and other outdoor spaces from sodium, metal halide and mercury vapor lamps to high efficiency LED fixtures. This is projected to significantly lower our utility bills in the future, and the cost of the conversion was partially covered by incentives and rebates. On a smaller scale, an aged flashing light in front of the Nabnasset School was replaced with a solar-powered version.

We would like to recognize the hard work of our custodial and maintenance staff, and commend them for a job well done. We continue to strive to provide the level of service that the residents of Westford have come to expect, and to accomplish it for the most part within the confines of our maintenance budget. The School Department is very grateful for the ongoing support of every voter, board, and committee in the Town of Westford.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The Nabnasset and Abbot Elementary Schools continue to focus their efforts on encouraging students to do their best with their academics, take pride in their school mottos (Nabnasset - *R.I.S.E. - Respect, Inclusion, Safety and Encourage* and Abbot - *A.B.B.O.T. – Accept others, Be respectful, Be safe, Own your actions, Take pride*) and participate in important service projects. Additionally, both schools work collaboratively all year long to prepare students for successful transitions from one grade to the next and from the K-2 level to the 3-5 level. It has been a very successful year for the Nabnasset and Abbot Schools.

Nabnasset Elementary School

Susan DuBois
Principal

Joanna Perron
Assistant Principal

Abbot Elementary School

Vito Umbro
Interim Principal

Joanna Perron
Assistant Principal

The Nabnasset School enrolled 381 students this school year. There were five sections of kindergarten, four sections of first grade, one section of pre-first, two sections of multi-age and six sections of second grade. Enrollment at the Abbot School was 424 students. There were six sections of third grade, seven sections of fourth grade and seven sections of fifth grade.

Curriculum and Instruction

Staff members at the Nabnasset School promoted the school motto of *R.I.S.E* and the theme of anti-bullying through picture books with matching lessons. Students were reminded of the importance of being respectful, inclusive, safe and supportive of each other. Also, students participated in guidance lessons that focused on the idea of being *social detectives* each and every day. They learned how to think with their *brains, eyes and ears* as they encounter various situations.

The focus of some professional development days at Nabnasset centered on the Daily 5 and Café strategies implemented during literacy blocks. Teachers attended conferences, offered opportunities for staff to observe their teaching and shared their learnings at faculty meetings.

The Abbot School staff continued to implement the components of *Responsive Classroom* into the school day. Specifically, each month, the Abbot School met for community meetings. The Responsive Classroom approach was part of the design of these meetings, along with a specific monthly theme. Students and staff enjoyed the community aspect of these meetings.

Grants were award by the *Westford Education Foundation* to staff members at the Nabnasset and Abbot Schools for ideas related to curriculum and instruction. At the Nabnasset School, a grant was awarded to Kathy Osborn, an instructional technology teacher, to attend an iPad Summit in Boston.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS –

CONTINUED

Daniella David, a first grade teacher at the Nabnasset School, was awarded an Upcycle It Grant for composting. She looks forward to having the Nabnasset Community learn more about this important natural process.

Lisa Sanderson, an instructional technology teacher, at the Abbot School, also won a grant to attend an iPad Summit in Boston. Additionally, Lisa Sanderson, Ruth Freeman, a fifth grade teacher, and Stacey Mulholland, a fifth grade teacher, won a grant for Q-Central. Ruth and Stacey will create an iPad center in their classrooms that will provide specialized learning for Reading as well as Science and Social Studies this fall.

Student Leadership and Recognitions

Each year, students at the Nabnasset and Abbot Elementary Schools take part in compassion projects where students learn to give back to others. In particular, students at Nabnasset participated in projects such as *Coats for Kids*, *For the Love of Erika and Hats Off for Cancer*. Additionally, the Nabnasset School took part in the PTO fundraiser, Shoe Box Recycling, collecting one of the largest amounts of gently worn shoes.

Also, a recycling group consisting of second graders was led by Joanna Perron, Assistant Principal, each Monday. Kathy Osborn, instructional technology teacher, updated the school web site with recycling totals and number of trees saved each week. A *Recycle Meter* was displayed outside the cafeteria for everyone to view as the goal was reached – over 3,500 pounds of paper recycled this year!

Students at the Abbot School were involved in community projects such as the Souper Bowl of Caring, where food was given to the Westford Food Pantry. The Abbot School continued to lead the way with its participation in the Upcycle It Program, helping to reduce the amount of trash in school. Along with the above, Carol Hurst, Principal Aide, guided students through recycling efforts throughout the year. Other school groups included the *Abbot Times* led by Sandi Guild, fourth grade teacher, and Laura Anderson, third grade teacher. This newspaper club published several editions throughout the year.

Something new for the Abbot School was the creation of Family Nights by Vito Umbro, principal. Families came to the Abbot School at night to enjoy various activities such as game nights. Due to the success of these nights, these programs will continue next year.

Parent/Community Involvement

Throughout year the Nabnasset and Abbot Schools had many parent volunteers dedicate their time to support school activities and programs. In particular, the Nabnasset School continued events such as *Bingo Nights*, *Movie Nights*, *Math/Science Nights*. The Abbot School focused efforts on similar events such as *Movie Nights* and *Math/Science Nights*.

ABBOT AND NABNASSET ELEMENTARY SCHOOLS -

CONTINUED

This year, the Nabnasset and Abbot Schools continued the tradition of preparing second grade students for their third grade transition. Second grade students exchanged letters with their third grade pen pals all year and were introduced to each other during *Move-up Day*. Pen pal buddies enjoyed lunch/recess, a general assembly led by Joanna Perron, assistant principal, listened to a strings concert under the direction Todd Hamelin, strings teacher, and took a tour of the school. Along with the above, the Abbot School added in a special Movie Night for second graders at Nab with their third grade pen pals at Abbot to help with the transition of moving to a new school. Additionally, the Abbot School put forth efforts to transition the fifth grade students to the Stony Brook Middle School by inviting Peter Cohen, principal, and other school staff to the Abbot School for a *parent informational session*. Students toured the middle school during fifth grade camp week.

Some other special programs that took place at the Abbot School were the Abbot Author's Writing group, the Academic Excellence program and the WA Ghosts and Goblins mentoring program. All of the above helped students grow as learners.

The PTO provided a variety of enrichment programs and general assemblies throughout the year. The Nabnasset and Abbot School students enjoyed the *Rhythm Kids*, *Helen Keller*, *Wingmasters*, *Day in Ghana*, *Techsplorations*, *Discovery Museum*, *Native American Perspectives*. Also, the staff appreciated the delicious Conference Night dinners and Teacher Appreciation luncheons provided by the PTO.

School Advisory Council

Nabnasset Members: Susan DuBois, Joanna Perron, Kathy Archibald, Mary McCusker

Parent Representatives: Mrs. Adams, Mrs. Macko, Mrs. Doonan and Mr. House

The School Improvement Plan was created by members of the council under the direction of Susan DuBois. Some goals that were addressed focused on implementing the new Educator Evaluation tool and procedures, implementing the next phase of Response to Intervention (RTI) and implementing protocol for reviewing student data.

Abbot Members: Vito Umbro, Donna Conlin, Sandi Guild, Karla Pentedemos

Parent Representatives: Mr. McGinn, Mrs. Stone, Mrs. Barnes and Mr. Vetsa

The School Improvement Plan was developed by the council with guidance from Vito Umbro. Some of the goals included developing professional development opportunities for staff, providing a safe environment for all learners, and strengthening the family environment within the school by enhancing programs available to students and their families.

Conclusion

The Nabnasset and Abbot Elementary Schools look forward to another productive year working together in partnership.

BLANCHARD SCHOOL

Robin Whitney
Principal

Timothy Hislop
Assistant Principal

The Lloyd G. Blanchard Middle School happily opened its doors in August of 2012 to 598 students. The students were organized into 9 teams, 3 teams/grade. Two of the teams were made up of four teachers and the other team was made up of two teachers. Each teacher was responsible to teach

one core subject of Math, Science, Language Arts, and Social Studies. The two teacher teams teach Language Arts/Social Studies and Math/Science.

Our core academic subjects of Language Arts, Math, Science, and Social Studies are enriched with a full program of Integrated Arts courses. The combination of all of the courses builds a very strong curriculum that is designed to enrich the development of the whole child. The Integrated Arts courses include: art, general music, chorus, band, orchestra, technology, research, guidance, physical education, and wood shop. The Foreign Language exploratory program offers the students the opportunity to study French, Latin, Spanish, or German. Students have the opportunity for intervention or enrichment with the morning Advisory period. We offer a rigorous curriculum that is differentiated to meet the individual needs of all of our learners. Our staff is highly qualified to teach their subject matter. The needs of our students come first and their success is very important to us.

Lloyd G. Blanchard Middle School offers its students a wide range of clubs and co-curricular opportunities. After the school day ends, the students and staff are found happily engaging in numerous activities such as: intramural and competitive sports, student council, Yearbook Club, Blanchard Theater Arts, West Street Serenaders, Jazz Band, Newspaper Club, Sign Language Club, National History Day, Ski Club, Destination Imagination, Yoga and Art Clubs, and many more. The Blanchard Theater Arts program celebrated a fabulous year. They won a gold medal at the METG Middle School Drama Festival. Many of the students won excellence in acting awards as well excellence in ensemble and technical production work. The performance of "All Shook Up" brought Best Actor and Best Supporting Actress awards from the METG/Broadway in Boston MET program. The West Street Serenaders earned the Gold Level Award at the Heritage Festival. They also received the Spirit of Annapolis Award. The Blanchard Student Council worked very hard all year to enrich the lives of our students and to provide valuable community service. They collected Halloween costumes for children, collected holiday gifts for those in need, ran Service Day, and Career Day, just to name a few activities. The Student Council received recognition for their hard work in the form of the Gold Council of Excellence Award from the MA Association of Students Councils. They also received the Gold Council of Excellence Award from the National Association of Student Councils. The Destination Imagination team won the regional level competition and placed fourth in the state.

The staff of Lloyd G. Blanchard Middle School was very busy with many changes. We welcomed a new principal, embraced the new Teacher Evaluation system, defined the vision of Blanchard, and celebrated our 20th birthday! 20 years ago Lloyd G. Blanchard Middle School welcomed its first class. 20 years later we are still welcoming children and educating them to the high standards of the Westford Public Schools.

BLANCHARD SCHOOL—CONTINUED

The staff defined the Blanchard Vision and developed it into a vision statement. We believe that this statement defines who we are and where we are going: *"Lloyd G. Blanchard Middle School, in partnership with the community and through a team approach, provides a safe educational environment where the whole child is empowered to achieve academic and personal excellence."* The teacher evaluation system encouraged us to take a deep and reflective look at our practices. These reflections translated to enhanced opportunities for our students as well as rich professional development opportunities for us.

The new principal, Robin Whitney, established an "Open Door" policy for communication. The staff, students, and community quickly learned that the new principal wanted open and honest communications to be practiced at all times. The community, staff, and students are encouraged to stop in and talk with the principal whenever they wished. Communications were also enhanced with the newly designed Blanchard web site and the weekly Principal Newsletters. The newsletters featured a Curriculum Corner where photos were posted which brought the community into the classrooms.

The Westford Middle Level PTO was very active this year. They brought wonderful programs such as: The Shakespeare Guys, Jack Gantos, Fun with Pyramids and Pharos, Animal Adventures, and the Higgins Armory. They also purchased 6 iPads for use in the grade 6 math classes. The staff was treated to a wonderful Teacher Appreciation luncheon and the 8th graders celebrated with an end of the year dance. We are very grateful to the PTO for all that they have done for our students and staff.

We have continued to expand our use of technology in the classrooms. This year we began our exploration of the uses of iPads to enrich lessons. The teachers and students have worked with the devices to understand and implement their potential. We have also worked with Google Apps for Education. The use of many forms of technology is seen on a daily basis in each and every classroom.

Conclusion

The Lloyd G. Blanchard Middle School, its staff and students, have had a very successful year. Our students have continued to excel in the classroom on the playing fields, on the stage, and many other venues. Our test scores rank among the highest in the state of MA. Most importantly, our students leave happy and well prepared as middle schoolers facing the challenges of the 21st century.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS

John A. Crisafulli School

Sharon Kennelly

Principal

Michelle Kane

Assistant Principal

Colonel John Robinson Elementary

School

Denise Arvidson

Principal

Michelle Kane

Assistant Principal

The Crisafulli and the Robinson Elementary schools have continued to build their community and educational partnership during the school year. The Crisafulli and Robinson welcomed new staff members during the 2012-2013 school year.

The Crisafulli and Robinson students (Pre-First – Grade Five) continued to receive one period per week of art, music, and physical education. All students participated in a fixed technology or wellness block every other week. Grade 3-5

students at the Crisafulli School received an additional library class once every three weeks that addressed current events. All Kindergarten students were given a weekly Wellness Class, in addition to their weekly Library class.

All students K-5 had the opportunity to participate in library on a weekly basis. They also had many opportunities for research projects integrating library and technology skills. Over the past few years the Robinson and Crisafulli Schools have acquired many pieces of technology. We continue to utilize the equipment daily in classrooms, school assemblies and other school functions.

The Crisafulli School entered its eleventh year of educating students. The Crisafulli School served 389 students in six sections of third grade, six sections of fourth grade, and six sections of fifth grades. The Robinson School entered its forty-third year of educating Westford's students. Enrollment at the end of the year was 291 students. The Robinson School educated four sections of kindergarten, one section of pre-first, five sections of first grade, and six sections of second grade.

Parent/Community Involvement

The Robinson School Advisory Council (SAC) was co-chaired by principal Denise Arvidson and parent Ann Brazinski. Parent members included Jill Atkins, Christine Eddy and Dhananjay Vemuri. Staff members included Jennifer Bonenfant, Sheila Grimm and Julie Renaud. Judith Culver served as the School Committee Representative and Nancy Tang served as the Community Member. The 2012-2013 School Improvement Plan was developed by the council and included goals of Expanding Technology Integration and Use of the new Computer Lab and Introducing Composting in the Dining Hall

Joint K-2 goals included implementing the new Educator Evaluation system, implementing the Response to Intervention Model and introducing new English Language Arts strategies and management tools. The Robinson SAC offered fall workshops to parents on the topics of Supporting Literacy and Math Learning At Home and Stress Reduction and Nutrition for Children.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS—CONTINUED

The Crisafulli School Advisory Council was co-chaired by Principal Sharon Kennelly and Kimberly Macey, 3rd/5th grade parent. Parent members included Clare O'Brien, Pasquale Russo and Steve Wojcik. Terence Kane participated as the Community Representative and staff members were Raymond Crossman, Darlene Faherty, Tracy Ford and Lenore Kost. The 2012-2013 School Improvement Plan was developed by the council and included five goals: (1) to promote student academic progress and high achievement by analyzing student data, (2) to work with the Crisafulli community, including parents, staff and students, to create and to maintain a welcoming and safe school environment by continuing with our Code of Conduct "PAWS 4 Peace", (3) to provide all staff professional development opportunities, (4) to continue and to enhance the transition between Robinson and Crisafulli and between Crisafulli and Blanchard and (5) to provide all students and staff with opportunities to enhance their well-being through physical activity.

One of the School Advisory Council's main goals this year was to continue to support the efforts of the school's implementation of "PAWS 4 Peace." Each day we are asking our community members to "PAWS" as they come in to school to remember that we strive to be a peaceful community by paying attention to the Power of our words, being Accepting of others, being Willing to help others, and demonstrating Self-control.

The Council worked to illustrate JAC's commitment to "Willingness to Help Others" by participating in several compassion projects created by the Crisafulli Student Council. The students raised money for the Red Cross after Hurricane Sandy, donated money to the One Fund, a food drive and collected toys for children in need through the "For the Love of Ericka" Toy Drive. The students at Crisafulli showed great pride in their efforts to help others over the course of the 2012-2013 school year.

There was a continued effort focusing on a smooth transition from grade two to grade three. The grade two and grade three students participated in letter writing tradition that began during the 2009-2010 school year, each student in grade two and three are assigned a letter writing buddy. There is an exchange of letters from the second graders asking the third graders about Crisafulli, which are answered by the third graders. The buddies then meet at move-up day and during the traditional bridging ceremony. During move-up day the grade two staff met with the grade three staff to discuss curriculum and instruction.

To further continue the transition built on this grade two-three relationship buddies were matched up twice during the 2012-2013 school year as they were now third and fourth grade students. They engaged in a recess/lunch and reading activity day, as well as an event where each buddy completed a "Student Survey" about themselves in which they shared with each other in addition to asking questions about fourth grade.

The Crisafulli School continued to focus their efforts on the transition from grade five to middle school. The 3-5 principals worked with the middle school principals to host a parent coffee, hold an informational night, and to host visits at each building by the middle school principals. The guidance counselor also hosted meetings for the grade five teachers to meet with the middle school guidance department.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS—CONTINUED

Several community events were held through the course of the year, such as the Fifth Grade Play, Peter Pan, Chorus/Strings/Band concerts, Spring Fling and the Living Lab Gala. These community events were enjoyed by all and are always a highlight of the year.

The PTO continued to provide a variety of enrichment programs for our students. They are able to sponsor the programs through their fundraising efforts. The students enjoyed programs that enriched the Common Core State Standards as well as the Westford Public Schools benchmarks. Some of the programs at Crisafulli and Robinson included Michelle's Menagerie, Museum of Fine Arts, Rhythm Kids, Helen Keller, Chinese Acrobats, David Coffin, Techsplorations, Day in Ghana, Author Julie Berry, Blue Hills Observatory and Wingmasters. The teachers and staff were grateful for the Conference Night dinners and the Teacher Appreciation luncheons that were provided by the PTO.

All of the parent volunteer efforts were appreciated by the Crisafulli and Robinson staff members. The parent volunteers served in a variety of capacities such as classroom helpers, library volunteers, party coordinators and field trip chaperones. The schools also had the opportunity to host senior volunteers through Community Teamwork and several groups of high school students from Westford Academy. It was another successful year of hosting Westford Academy seniors as part of the Senior Internship Program for high school seniors interested in pursuing a career in education. It is always a pleasure for the staff to see former students return who are interested in becoming educators.

Student Activities

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the "I Care Rules" and common language of the program. All were taught strategies for dealing with conflict through the use of the "Solution Wheel." Staff continued to recognize acts of kindness through the use of "I-care" coupons. Students redeemed these coupons on Fridays with the principal and assistant principal and they enjoyed sharing their kind deeds. An integral part of the Peace-It-Together program involved student participation in service learning projects such as a food drive for the Westford Food Pantry, hats and mittens numbering in the hundreds were collected, as part of the "Warm Hands, Warm Hearts" program. The Robinson students also participated in a "Senior Smiles" program by making gift bags, which were donated to the Cameron Senior Center. The Peace-It-Together committee continued the CARE to Read program, to address the character traits that are incorporated into the curriculum. The group continued to meet monthly to discuss research articles, classroom projects, and current practices. In addition to the meetings, parent coffees were held to teach the parent community about the book selections.

The fifth grade chorus, directed by Mrs. Oliver, performed at the spring all town chorus night, for the school spring concert, at the Memorial Day program, and at the Robinson. The band, under the direction of Mr. Kaminsky, performed at Westford Academy during the town-wide fifth grade concert, and the Memorial Day program. The Strings program, under the direction of Mrs. Benson, performed at the Robinson School and the Crisafulli Strings Concert at Westford Academy. All three ensembles participated in the fifth grade completion ceremony on the last day of school.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON

ELEMENTARY SCHOOLS — CONTINUED

Curriculum and Instruction

Both the Robinson and the Crisafulli Schools began the DIBELS assessment to identify students struggling in literacy. Bi-weekly progress monitoring of students who had been identified with literacy deficits showed a marked improvement by many. This coming year will allow for a full year's implementation of the assessments with the addition of the fall benchmark.

The Robinson School implemented the Lively Letters Program in all kindergarten classrooms. This phonetic and phonemic awareness program incorporates music, pneumonic stories along with other strategies to assist students in learning and remembering their letter sounds. We look forward to expanding this program into the first grade classrooms.

Robinson staff participated in on-site professional development on the topic of English Language Arts writing rubrics, the implementation of Lively Letters and the Non-fiction Comprehension Tool Kit. The primary focus of district professional development this year was on the components of the new Educator Evaluation process including self-assessment, goal setting and gathering of evidence.

The Book Buddy Program continued this year and involved all first grade classes at the Robinson School and five of the six fourth grade classes at the Crisafulli School. This program supports literacy across the grade levels and creates a special connection between first and fourth grade students. The Book Buddy Program utilized a detailed lesson guide, which was developed during the 2009-2010 school year. The staff continued to work together to review and revise the scheduling process to provide optimal learning opportunities for all students. The Book Buddies celebrated their year together with a fruit ceremony on the Crisafulli playground.

This was the fifteenth year of the Reading Recovery program at the Robinson. A Reading Recovery Specialist provided intensive reading instruction to first graders in a one-to-one setting. The Robinson School continues to benefit from the services provided by the Literacy Specialist. The Literacy Specialist provided classroom support working with students in a small group setting and on an individual basis as needed. This was the Reading Services Committee's twelfth year. The committee was formed to give input into the student selection and service delivery process.

The pre-first program completed its twelfth year at the Robinson School. The program is designed to be a gift of time for children who are not developmentally ready for the rigors of grade one. The children who participated in the program are now prepared to meet with success in grade one. The pre-first committee, is comprised of kindergarten, reading and first grade teachers, continued to oversee the program and make recommendations.

Massachusetts Comprehensive Assessment System (MCAS)

Students were tested in Reading and Mathematics in third grade. Fourth graders participated in writing the Long Composition, English Language Arts, and Mathematics.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON

ELEMENTARY SCHOOLS — CONTINUED

Fifth graders participated in Science and Technology, Mathematics, and Reading. The students received pep talks and guidance lessons to alleviate test anxiety. The staff emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students' level of proficiency. Each day before testing, the students participated in a power walk with their teachers. Children were allowed access to water at any time to remain hydrated.

Conclusion

In conclusion, the Crisafulli and Robinson School communities look forward to the many opportunities a new school year brings and will continue to work to strengthen our partnership with each other and the community of Westford.

RITA EDWARDS MILLER & NORMAN E. DAY ELEMENTARY SCHOOLS

Overview

The Miller and Day Elementary Schools continue to work together to foster self-esteem, academic persistence, and respect for others in a safe and nurturing environment. Both schools work diligently to ensure smooth transitions for students through meeting the needs of the whole child. In August 2012, the Miller School welcomed 339 students across grades K-2, while the Day School opened its doors to 400 students.

Rita Edwards Miller School

Jill Mullavey

Principal

Donna Pobuk

Assistant Principal

Norman E. Day School

Kevin Regan

Principal

Donna Pobuk

Assistant Principal

The 2012-2013 school year was exciting for staff members of the Miller and Day Schools. The Day School was named a 2012 Commendation School by the Department of Education. The school was one of 64 schools across the commonwealth to receive this designation. This award is presented to schools that show high achievement, high growth and/or the narrowing of proficiency gaps. In the fall of 2012 the Department of Education released 2011-2012 MCAS scores. Fifth graders at the Day School scored number one in the state in Mathematics for the highest percentage in the top two performance categories. These distinctions are a cause for celebration for the sister schools and is reflective of the commitment, dedication and high expectations of teachers and staff at both schools.

The 2012-2013 school year marked the 10th anniversary for the Miller School. Throughout this school year the event was commemorated with monthly celebrations termed "Miller on the 10's". These activities occurred on the 10th of each month and included: class generated lists of the "Ten Things I like about the Miller School"; students did 10 jumping jacks on 10/10/2013, and a 10th anniversary commemorative school photograph was designed.

Curriculum and Instruction

The Miller School continued efforts this year to promote and foster early literacy. Miller School Literacy Specialist Amy Sullivan offered teachers the opportunity to join a book group exploring *The Cafe*. To date eleven staff members have participated in the book study group and now implement *The Cafe* in their classrooms. *The Cafe* provides a structure for teachers to help students develop the daily habits of reading that will lead to a lifetime of literacy independence. Teachers also implemented the newly created grade level scope and sequence guides for the Primary Comprehension Toolkit. All kindergarten teachers and the pre-first teacher successfully employed the Lively Letter program. Seven staff members at the Miller School completed CPR training during the 2012-2013 school year.

At the Day School, a primary focus was to investigate implementing an Intervention Block for the 2013-2014 school year. A team of teachers, administrators, support staff and central office personnel met monthly throughout the school year. Team members participated in a telephone conference with educators from the Blanchard Memorial School in Boxborough, MA. The team also organized a site visit to the Russell Street School in Littleton, MA.

RITA EDWARDS MILLER & NORMAN E. DAY

ELEMENTARY SCHOOLS—CONTINUED

Data was collected and analyzed regarding the current implementation of RTI (Response to Intervention). The final phase was to create a school schedule that would support increased time for literacy as well as time for intervention. The staff worked collaboratively to meet this goal and is anxious to utilize the intervention block to support struggling learners next year.

Both Miller and Day Schools continue to utilize data to support instruction and inform decision-making regarding student interventions. Miller and Day School teachers were trained in the administering of the Dibels Next reading assessment. Data from this assessment will be analyzed to provide focused instruction to students in RTI groups in the areas of phonics, comprehension and fluency.

Increasing technology integration to expand the curriculum and challenge our digital learners continues to be a focus of the Miller and Day Schools. At the Miller School interactive software professional development was provided for all teachers and assistants. A successful iPod Touch pilot was established in two classrooms for use during literacy. Additionally, an iPad initiative utilizing three iPads and a variety of apps to target reading, writing and math was used in learning centers.

At the Day School, all classrooms now have ceiling-mounted in-focus projectors. A Smart Board was mounted in the R.A.I.L. Center to support class research. Several successful fundraisers occurred this year to support technology purchases: Read-A-Thon, One-Stop-Shop and Nature's Vision. A site-based technology team was assembled this year. Members include Marianne Butterline, Laurie Taylor-Teran, Jody Anderson, Krista Byam, Brianna Baker, Julia Borger-Green, Trish Sampson and Kevin Regan. A needs assessment survey was conducted in the spring of 2013. Information from this survey will be used to direct technology purchases and professional development opportunities for the 2013-2014 school year.

Teachers at both schools continue to seek out innovative ways to challenge themselves and their students. Miller teachers Mrs. Berrigan, Mrs. Campbell, Mrs. Bertolami, and Mrs. Arevalo, were awarded a Westford Education Foundation Grant (WEF) grant to support work in investigating how the iPod Touch can be used to enhance academic learning. Seven Miller School teachers also attended the Christa McAuliffe Technology Conference. A spring WEF grant was awarded to Instructional Technology Specialist Liz Colantuono and members of student support services to attend the iPad Summit next year.

Day School Instructional Technology Specialist Marianne Butterline received a WEF grant to attend The Learning and the Brain Conference entitled Educating Diverse Minds: Using Individual Brain Differences to Reach and Teach all Learners. A WEF grant was also awarded to members of the Day School Student Support Services Department. This grant funded the purchase of three iPads as well as training for staff. A spring WEF grant was awarded to Marianne Butterline and Julia Borger-Green to purchase five iPads and educational software for the Learning Based Classroom. A second spring grant was awarded to Marianne Butterline and members of Student Support Services to attend the iPad Summit in November of 2013.

RITA EDWARDS MILLER & NORMAN E DAY

ELEMENTARY SCHOOLS—CONTINUED

Character Education

Ensuring a learning environment that is founded on respect and trust is woven throughout both the Miller and Day Schools' Mission Statements and permeates every aspect of student life.

Mrs. Jonna Clermont, guidance counselor at the Miller School, implemented the third phase of the Pro-Social Curriculum. The theme of respect, trust and celebrating diversity was a large focus of monthly Community Meetings.

Character Education was also a focus at the Day School. In November 2012, Day School administrators and Officer Michael Croteau offered a parent forum to address the following topics: the Day School's Aggression Rubric, the 2010 Massachusetts Anti-Bullying Law, the Districts Bullying and Prevention Plan as well as a discussion on MCAS. 75 parents were in attendance.

Student Activities

The Miller and Day Schools are truly committed to providing rich and diverse learning experiences including a variety of offerings extending beyond the hours of the school day.

Miller School students participated in two worthy fundraisers this year. The first, *Dance for a Cause* was held in December and raised \$248.00 for Best Buddies. In the spring, students raised \$1269.62 for the Leukemia Foundation, completing a *Pennies for Patients* fundraiser. The school also holds *Movie Night*, *Bingo for Books*, *Miller Reads Non-Fiction* and *A Celebration of Community Night*. The Miller School was proud to collaborate with Cub Scout Pack 95. The Pack volunteered their time and energy to "spruce up" the school grounds through weeding, planting and mulching. Both the Day and Miller Schools participated in the Shoe Box Recycling project.

Day School students participated in several activities to connect students to the local community. For example, students participated in a food drive during Hunger/Homeless Week. Girl Scout Troop 60808 Bronze Project "Birthday Wishes" collected birthday party supplies to distribute to homeless children. To highlight the importance of physical fitness, the W.O.W. Program (Walking Outdoors for Wellness) was offered again in the spring of 2013. Several teachers and numerous students participated in this activity.

In 2012 the nation held another presidential election; both schools marked this occasion by providing authentic experiences for children to participate in the election process. Miller School students voted for their choice of movie to be shown at the upcoming Miller Movie Night. Day School students participated in a Mock Election organized by members of the Student Senate, fourth grade teacher Bethany Poirier and technology specialist Marianne Butterline. To mark the occasion, students at both schools received commemorative election pencils

RITA EDWARDS MILLER & NORMAN E DAY

ELEMENTARY SCHOOLS—CONTINUED

At the Day School, students enjoyed several enrichment opportunities beyond the school day. Opportunities include the On-Line Math League, Cobrazine Club, Ski and Snowboarding Club, Student Senate, Chess Club, the Grade Five Chorus, and the Foreign Language Club. The Day School's fifth grade play, "*Bebop with Aesop*" was a tremendous success and was directed by Mrs. Tina Marcouillier.

School Advisory Council

The Miller and Day School Advisory Council (S.A.C.) members are committed to student achievement and school excellence. Council members at Miller include Principal Jill Mullavey, parent representatives Jelena Radumilo-Franklin, Bridgette Hogan, and Rahini Patel; community representative Mira Davis and teacher representatives Karen Burke and Pamela Perron. Day School Advisory Council members include Principal Kevin Regan; parent representatives Eric Barber-Mingo, Jane Calvin, Kristin Cambray and Brooke Esteves; community member, Susan Yetten; and teacher representatives Brenda Tobin, Barbara Cope and Roger Whittlesey.

Parent and Community Involvement

Miller School site based PTO coordinators Bianca Rose, Kathi Dolan and Lisa Spinney have positively impacted the school community through their involvement in activities such as the Book Fair, Dance for a Cause, and Miller Movie Night. Parents are welcomed in all areas of the Miller School community, regularly volunteering in the library, on field trips and in the classroom.

Members of the site-based P.T.O. at the Day School include parent representatives Daniele Lorette and Weisong Wang, as well as teacher representatives Krista Byam, Lisa Gonsalves and Amanda Hall. Site-based PTO members worked diligently to provide a variety of opportunities for students such as The Holiday Shop, School Store, and Book Fair. Parents volunteered in multiple areas: the Grade Five Play, after school activities such as the On-Line Math League, Chess Club and Ski and Snowboarding Club, Holiday Shop, School Store, Spruce Up Days, in the classroom, and on teacher candidate screening committees.

Both schools work diligently to ensure consistent communication between home and school. The Miller Minute is published weekly, highlighting school events and providing information on a variety of topics. This communication provides links for students and parents to access educational websites such as RAZ Kids, Brain Pop jr. and Spelling City. The Day School publishes the NED Connection, an electronic newsletter that contains information on school-wide events, schedules and activities beyond the school day.

Student Leadership and Recognition

The Day School is extremely proud of the literary success of fifth grade teacher Roger Whittlesey. Mr. Whittlesey's adolescent novel, "Home to Oblivion," was published in the spring of 2013.

RITA EDWARDS MILLER & NORMAN E DAY

ELEMENTARY SCHOOLS – CONTINUED

Miller and Day School students participated and excelled in many areas beyond the school day. For example:

- Miller School first grader Alan Quan earned first place in the 13th Annual Braille Challenge. This is the only national reading and writing contest administered in Braille for the blind and visually impaired.
- Day School fourth grader Sammy Agrawal made his debut as a model and actor by playing an executive in a promotional video for ADP. His photograph also appeared in the February 2013 edition of Disney's Family Fun magazine.
- The Day School held its first National Geographic Bee. Fourth grader Suraj Rajiv took first place and moved on to compete in the statewide National Geographic Bee.
-

The following Day School students were recognized for their achievement, leadership and citizenship:

Nicholas P. Colgan Memorial Award: Shannon Fletcher; Jan Nickerson Excellence in Music Award: Tristan McPartland; Jeanine Haberman Building Community Award: Madisyn Dinsmore; Wanda Hall Grade Three Most Worthy Student: Adharsha Ramesh; Mary Ellen Reardon Grade Four Most Worthy Student: Torsten Ullrich

Susan Yetten Grade Five Most Worthy Student: Matthew Keefer; Grade Five Principal Awards, Zach Lawrence and Shivanji Ranjan

Presidential Academic Fitness Awards: Silver Educational Achievement Award:

Brook Ditcham; Dan Giannasca: Aaditya Gupta; Mathew Keefer; Neha Kotagiri; Justin Ly-Em; Ethan Mendes; Lindsey Moore; Tim Nolan; Neil Patel; Faith Post; Audrey Sequeira; Arjun Shah; Claire Shea; Claire Song; Stephen Tubianosa; Soumya Vadicharla; Meghna Vasiraju; Caroline Wang; Jerry Xiang; Timoth Ye; Eric Zhang

Gold Educational Excellence Awards: Reena Caplan; Shannon Fletcher; Zach Lawrence; Caroline Li; Christina Melhorn; Shivangi Ranjan; Roland Ullrich; Pradhyum Vikram; Eleanor Whitehead

Code of Conduct Awards: Grade 3: Paige Vesekis: Cole Kirby; Jesslyn Cherian; Olivia Searl; Charles Norton; Sindhooja Anandaraj Grade 4: Kelsey Halio; Timothy Moore; Julianna Hill; Hailey Sussman; Laurie Lee; Penelope Joyce; Jennifer Martin Grade 5: Reena Caplan; Trisha Chittu; Alexandria Giovino; Brooke Ditcham; Eleanor Whitehead; Lucas LaRoche; Neha Kotagiri

Conclusion

The Miller and Day School communities look forward to continued collaboration and success. Both schools provide a challenging and supportive environment for staff and students, one where hard work, pride in one's efforts and creative risk-taking are celebrated.

STONY BROOK SCHOOL

Peter Cohen
Principal

Steven Guditus
Assistant Principal

During the 2012-2013 school year at Stony Brook nearly 670 students in grades six, seven, and eight matriculated. On the first day of school, the sixth graders had the opportunity to attend school without the seventh and eighth graders. This first day of middle school along with the wonderful team-building activities that the sixth grade teachers prepared for their

students allowed our newest students the opportunity to become acclimated to their new school.

The grade level teams were comprised of four teachers. Each of the teachers was responsible for providing instruction in mathematics, language arts, social studies, or science. The students in each grade received instruction on their respective teams for about four hours each day, then worked with members of the Integrated Arts Team for ninety minutes. During integrated arts they participated in a variety of age-appropriate programs, including music, art, health, physical education, technology education, and world languages (French, German, Latin, or Spanish). Additionally, a three-part course including Guidance, Research, and Technology was offered to all students.

Highlights of the school are the outstanding advisory program that continues to improve. We will continue to have a daily advisory period at the start of each day next year for students to get extra help and interventions as necessary as well as develop a trusting, working relationship with an academic advisor at the school. Student-led conferences were also a success and much improved this year with a more direct involvement of the advisor.

Curriculum and Instruction

The course of study followed the Massachusetts Curriculum Frameworks. We are also aligning our curriculum with the new Common Core State Standards. Students were heterogeneously grouped in all subjects with the exception of mathematics. Students in math were placed either in a standard grade level or accelerated math program based on well-established criteria. Because students' understanding of math concepts occurs at different times during their middle school years, a goal of instruction is to challenge students and provide opportunities to build each child's confidence in math and guide them in developing their mathematical thinking.

Once again, Stony Brook and the Westford Public Schools did not receive Title One funds. In the place of the former math coach position, we were able to employ a math interventionist and a reading interventionist to work with students when they started to struggle in the general education classes. Next year the two interventionists will be full time employees and be able to work with more students in all three grade levels at the school

Assessment

Assessment is an integral part of the learning process at Stony Brook. Teachers used multiple forms of assessment for measuring student achievement. The assessments stretch beyond the traditional pencil-and- paper test to reports, projects and hands-on class presentations.

STONY BROOK SCHOOL—CONTINUED

An assessment committee will continue the work of looking at the quantity and quality of the assessment tools used at the middle school level. This will also continue to be discussed by the leadership team. There is a strong need for instructional leaders at the middle school level to assist with this work.

In the spring all students participated in MCAS testing. Mathematics tests and English/Language Arts tests were administered to sixth, seventh and eighth graders. Seventh graders also completed the long composition exam. Eighth graders were given a science test. Additionally, this year a random selection of 8th graders participated in the NAEP assessment.

Professional Development

Professional development for the Stony Brook staff focused on the implementation of the new educator evaluation system. Additionally, we continued to provide professional development on ways to integrate technology into the classroom. Our focus at the middle school is on district-wide initiatives including developing an effective and systematic Response to Intervention and using data-driven instruction. Due to lack of funding for our trained coaches, teachers did not participate in Critical Friends Groups this year, which in the past had allowed them to discuss teaching and learning with colleagues through the use of protocols. It is hoped that this stipend will be reinstated to support this important work.

Parent/ Community Involvement

The Westford Middle School PTO is a highly supportive organization that provides the middle school students with excellent activities and enrichment programs. Authors, concerts, and field trips were planned for the students.

School Advisory Council

The SAC met throughout the year. The advisory council developed a school improvement plan.

Communication

A major emphasis was placed on school communication. Parents received a weekly email from the principal that updated them on Stony Brook happenings. The Internet has become the primary method of communication from school to home. In an effort to do our part to save the environment, we have made efforts to become paperless. Paper notices are no longer sent home, but instead posted on the web site. Parents are able to register for the Parent Portal, which allows access to report cards and progress reports online. The school also has a school Facebook account and a Twitter account to be able to highlight events at the school.

Finally, the school will have a new principal and assistant principal for the 2013-14 school year.

WESTFORD ACADEMY

James Antonelli
Principal

Betsy Murphy
Dean

Michael Parent
Dean

Robert Ware
Dean

Westford Academy welcomed over 1678 students for the 2012-2013 school year. We also welcomed several new staff to our faculty and our year was highlighted by many achievements in the area of academics, athletics, and co-curricular activities.

Student performance on the state-mandated MCAS exams continued to place Westford Academy in the top tier of high schools in Massachusetts. Westford Public Schools boasts outstanding achievement scores in PSAT, SAT, MCAS and in Advanced Placement, while doing so with one of the lowest

per pupil expenditures in the State. The Class of 2013 had 99% of its graduates successfully pass both the English Language Arts and mathematics tests. The freshman students that participated in the MCAS biology exam did an outstanding job and were in the top 10% for the State.

Boston Magazine and U.S. News and World Report recognized Westford Academy for academic excellence. In addition, this year Newsweek Magazine ranked Westford Academy fifth in Massachusetts for high schools and 187th in the country. Westford Academy continues to demonstrate excellence in the areas of academics, athletics, and co-curricular activities.

Finally, two member of our faculty received their 25-year chair from Westford Academy: Mrs. Barbara Kutner, a Guidance Counselor, and Mr. Richard McHugh, a Social Studies teacher. Both staff members have been dedicated to the students at Westford Academy.

Class of 2013

Salutatorian... Carol Gu

Valedictorian... Yi Zhang

Most Worthy Representatives

2013 Christina Burns, Andrew Dunne

2014 Abby Cianciolo, August Posch

2015 Anna Gould, Daniel McKeon

2016 Olivia Antonelli, Joseph Sepe

SPECIAL AWARDS

National Merit Commended Student

William Beatty, Emily Borst, Evan Bosia, Amanda Brooks, Kristen Burk, Martha Cady, Kevin Chen, Scott Coull, Leah Detolla, Paul Flamburis, Paramesh Karandikar, Andrew Kaster, Asad Khimani, Chiraag Lathia, Nicholas Lauzon, Larry Li, Lisa Li, Patrick Long, Christina Nowak, Abhinav Pandey, Philip Pang, Aneena Patel, Scott Penfield, Nathan Prentice, Priyanka Ram, Sangeetha Sankaran, Adam Silk, Maegha Singh, Tyler Smith, Ananth Srivatsan, Miriam Szabo-Wexler, Christopher Tierney, Sarah Welch

National Merit Finalists... Phillip Dominici, Carol Gu, Janice Lin, Rachael Meyer, Aziz Rangwala, Isabella Wang, Gary Yan, Yi Zhang

National Merit Scholarship Recipients... Phillip Dominici, Carol Gu, Aziz Rangwala, Yi Zhang

WESTFORD ACADEMY—CONTINUED

National Merit Finalists... Phillip Dominici, Carol Gu, Janice Lin, Rachel Meyer, Aziz Rangwala, Isabella Wang, Gary Yan, Yi Zhang

National Merit Scholarship Recipients... Phillip Dominici, Carol Gu, Aziz Rangwala, Yi Zhang

2013 National Merit Special Scholarship Recipients... Nathan Prentice, Caroline Rosinski

Foreign Language Awards

Each year the Association of Teachers of Spanish and Portuguese administers a nationwide test to evaluate and recognize student achievement in their study of the Spanish language. This exam is one of the largest of its kind administered in the United States and over 156,000 students nationwide participated in 2013. We are very proud of our students' performance this year. In total, we had 29 bronze, 41 silver, and 18 gold medal winners. Six of our students scored in the 99% nationwide (Richa Singh, David Ran, Rachel Meyer, Julia Devlin, Alok Puranik, and Tejus Shastri) and 2 of our students, David Ran and Martha Cady, received a gold medal for the 3rd consecutive year, which is a truly impressive accomplishment.

Every year in March, Westford Academy students take the National Latin Exam, a leveled exam taken by approximately 136,000 students across the country. This year, Westford Academy had 126 students take the exam, and of these, 43% received awards of gold or silver medals, more than twice the national average of 21%. Junior Joel Kottas earned the prestigious Maureen O'Donnell Dictionary Award, given to students who have earned four consecutive gold medals on the National Latin Exam. This award was earned by only approximately 400 students nationwide. Seniors Yi Zhang and Paul Flamburis were both recognized by the National Latin Exam committee for having earned 5 consecutive gold medals on the exam, a distinction earned by fewer than 100 students nationwide.

Visual and Performing Arts Awards

Film

Four of our students participated in the Merrimack Valley Film Festival and received a total of 14 nominations in 8 categories; we got the most nominations and we won the most of the 20 schools involved. Here are the nominees from WA:

Best Fiction Piece

Nobody - Movie Trailer

Derek Fehrer and Joe Berardis

The Bridge

Derek Fehrer and Joe Berardis

WESTFORD ACADEMY — CONTINUED

The Muse

Kaylee Hartnett

Best Public Service Announcement Piece

Depression

Sakshi Jhawar

Best Videography

Nobody - Movie Trailer

Derek Feehrer and Joe Berardis

The Bridge

Derek Feehrer and Joe Berardis

The Muse

Kaylee Hartnett

Best Editing

Nobody - Movie Trailer

Derek Feehrer and Joe Berardis

The Bridge

Derek Feehrer and Joe Berardis

The Muse

Kaylee Hartnett

Best Writing

Depression

Sakshi Jhawar

The Bridge

Derek Feehrer and Joe Berardis

Best Directing

Depression

Sakshi Jhawar

Nobody - Movie Trailer

Derek Feehrer and Joe Berardis

Derek Feehrer and Joe Berardis won 4 of the 8 categories, which is very impressive.

Best Fiction Piece

Best Videography

Best Videography

Best Writing

WESTFORD ACADEMY—CONTINUED

Art

Please join the Art Department in congratulating the following students for their achievements in the prestigious Boston Globe Scholastic Art Awards, which recognizes outstanding artwork from across Massachusetts. Student work is awarded gold key, silver key or honorable mention status.

Caroline Burgess, HM, Charlotte Callon, HM (3), Meghan Carlyle, HM, Brite Chuang, HM (2), Gianna Demetroulako, HM, Allyson Djuric, SK, Liam Donaher, HM, Megan Doolin, SK, Enma Ennis, GK, SK, Laura Gormley, GK, SK, Maitlin Hansis, SK, Jennifer Keane, GK (2), SK, Yvonne Lee, HM, Lena Mirisola, GK, HM, Naomi Moran, HM, Sabrina Mortensen, HM, Michael Murphy, HM, Casey Lynn O'Connor, GK, Ona Oliver, GK, Jessica PaziENZA, SK, HM, Anisha Rajopadhye, HM, Priyanka Ram, SK, Ryan Ricci, SK (2), Delia Sanders, GK (2), Rishita Sannikommu, SK, HM, Caitlin Sullivan, GK, Connor Tiches, SK, Jenny Watts, HM, Sarah Welch, SK, Katherine Whitney, HM, Katherine Ye, HM, Edan Zhang, GK

Theater

Westford Academy Theater Art's production of *Evita* was named *Best Musical Production* at the 2013 Theater at the Mount Musical Theater Awards.

As recipient of the top honor, Westford Academy is privileged to award a full two-year scholarship to a deserving WA Student to Mt. Wachusett Community College (valued at \$25,000.)

Evita earned six awards in total including:

Best Production
Best Chorus
Best Featured Actor: Leah DeTolla
Best Featured Ensemble: *The Art of the Possible*
Best Scenic Design
Best Direction: Michael Towers

Evita received fourteen nominations overall including:

Best Actor: Nick Nudler
Best Actress: Jillian Frankel
Best Supporting Actor: Brandon Jurewicz
Best Choreography: Tammy Dunsizer
Best Vocal Direction: Scott Cruikshank
Best Student Orchestra (under the Direction of Ken Culver)
Best Lighting
Best Set Dressing/Props

Westford Academy Theater Art's production of *Evita* was nominated for three awards in the first annual MET Musical Theater Awards including:

WESTFORD ACADEMY — CONTINUED

Best Featured Actor: Leah DeTolla
Best Actress: Jillian Frankel
Best Costume Design: Laurie DeTolla

Westford Academy Theater Arts production of *Sonia Flew* was named *State Finals Winner* at the Massachusetts Educational Theater Guild's State Finals held on March 21, 22, 23 at the Back Bay Events Center.

In addition to the production recognition, twelve WA students were named to the *All Star Cast for Outstanding Achievement*:

Michelle Torto for *Excellence in Acting* for her role as Sonia
Nolan Laflamme for *Excellence in Acting* for his role as Zak
Emily Brown for *Excellence in Acting* for her role as Jen
Lauren Marple, Meghan Carlyle, Peter Cialli, Katie Levitsky, Nick Calow, Dayle Welch, Chris Ditmars, Erin Carr and Irene Harris for *Excellence in Technical Theater: Set Design*

Westford Academy Theater Arts production of *Sonia Flew* was named *Winner* at the Semi-Final Round of the Massachusetts Educational Theater Guild's State Festival held on March 9 at Brockton High School. In doing so, WATA has earned a berth in the METG State Finals on March 21, 22, 23 at the Back Bay Convention Center in Boston.

In addition to the team advancement, twenty-one WA students were named to the *All Star Cast for Outstanding Achievement*:

Sarah Vasilevsky for *Excellence in Acting*
Michelle Torto for *Excellence in Acting*
Maimuna Ahmad for *Excellence in Acting*
Nolan Laflamme for *Excellence in Acting*
Emily Brown for *Excellence in Acting*

Sarah Welch, Abigail Welch, Jenie Michael, Renee Craig, Ona Oliver, Anna Hartmann, Julia Stern for *Excellence in Technical Theater: Costume Design*
Lauren Marple, Meghan Carlyle, Peter Cialli, Katie Levitsky, Nick Calow, Dayle Welch, Chris Ditmars, Erin Carr and Irene Harris for *Excellence in Technical Theater: Set Design*

Westford Academy Theater Arts production of *Sonia Flew* was named *Winner* at the Preliminary Round of the Massachusetts Educational Theater Guild's State Festival held on March 2. In doing so, WATA has earned a berth in the Semi Final Round on March 9th at Brockton High School. In addition to the team advancement, ten WA students were named to the All Star Cast for Outstanding Achievement:

Sarah Vasilevsky for *Excellence in Acting*
Emily Brown for *Excellence in Acting*
Nick Nudler for *Excellence in Acting*

WESTFORD ACADEMY — CONTINUED

Elise Paugh for *Excellence in Technical Theater: Lighting Design*

Peter Cialli, Katie Levitsky, Nick Calow, Dayle Welch, Chris Ditmars, and Irene Harris for *Excellence in Technical Theater: Set Design*

Music

Twenty Members of the Westford Academy Honors Choir performed at the Westford Council on Aging's Holiday Luncheon in December.

110 Marching Band members performed at all WA Football games and with over 70 marching bands in the University of Massachusetts Band Day at Gillette Stadium.

Freshman Sai Balabhadrapatruni qualified for the 2013 Eastern Jr. District Chorus
Sophomore Sophia Tiano qualified for the 2013 Eastern Jr. District Chorus

Over 350 Choral Students collaborated to produce the WPS Town Wide Choral Night. Under Directors Cathy Lanno, David Lussier, Holly Johnston, Laurie Oliver and Karen St. George, each School Chorus performed but ultimately combined to fill the stage in the largest performance of its kind on the WAPAC Stage in front of a sold out house.

Thirty five students from Troubadours and Honors Choir performed at community event in memory of Westford Academy icon Phyllis Seddon

Karen St George performed with the Boston Night of Worship, bringing worship leaders together from all over New England. She is a regular leader of worship in her home church in Chelmsford.

WA music students had a very strong year at the annual Junior and Senior District auditions and festival ensembles.

- 12 freshmen auditioned at the Eastern Division Junior District ensembles and 6 got in.
- 51 students auditioned for the senior level ensembles with 23 winning spots in the festival ensembles.
- 10 students were invited to audition for the All-State ensembles and 5 were admitted to the states best ensembles.

The pit of WATA's production of *Evita* featured 28 musicians who rehearsed for 60 hours in preparation for 8 performances.

The String Troubadour Repertory Orchestra performed 7 performances this year and has grown to 36 members. Concerts included playing a Sunday Morning Memorial Service at WA, FAME Dinner Dance, 2 Mentor/Mentee receptions, the SBMS Spring Strings Concert, The Day Elementary Strings Concert, WA Music Night and performances at Westford Nursing and Rehabilitation Center.

WESTFORD ACADEMY – CONTINUED

Ken Culver, Julie Ottesen, Katie Benson and Todd Hamelin attended the American String Teachers Association National Conference in Providence RI together and came back with the expanded and updated curriculum for strings.

WA students performed at joint high school and middle school concerts at the Blanchard and the Stony Brook middle schools in January.

The WA Fall concert featuring the Choruses, Bands and Orchestras and Percussion ensembles was held in December. over 280 students performed.

Over 100 members of the music department provided seasonal music at the Holiday Bazaar.

Members of the VPA joined Wendy Pechacek in introducing the 8th graders of Stony Brook and Blanchard to the performing arts offerings at WA.

As a culmination to her WA senior project Helen Zhao organized, coordinated and successfully completed a senior recital.

The WA Symphonic Band won a silver medal at the Massachusetts Instrumental and Choral Conductors Association annual festival on April 4th.

The WA Jazz Ensemble performed for the public at the Acton Jazz Cafe, the annual FAME dinner dance, and the WPS mentor-mentee celebration.

The music department performed its annual spring concert before a packed house at the WA Performing Arts Center on April 4th, 2013.

The WA Marching Band combined with the Middle School Bands to form the 175 person Apple Blossom Band for the annual Apple Blossom Parade.

The WA Marching Band donned their white legacy uniforms for the last time while marching in the annual Memorial Day Ceremony.

Members of the Honors Orchestra and the Improvisation class performed at a central office retirement reception.

Chorus

Over 100 students from the WA Performing Arts department performed on Monday June 24th at the faculty professional development day.

Sai Balabhadrapatruni, Tenor, Jr District Chorus

Sophia Tiano, Alto, Northeast Sr District Chorus

WESTFORD ACADEMY—CONTINUED

Over 350 choral students came together to perform at Westford Public Schools Town Wide Choral Night both in individual choirs and a massed choir. Directors David Lussier, Holly Johnston, Laurie Oliver and Karen St. George coordinated the event which performed in front of a packed performance center.

Students from Troubadours and Honors Choir performed at community event in memory of Phyllis Seddon, contributing to the empathetic culture of Westford Academy.

The Westford Academy Honors Choir performed at the FAME Dinner/Dance, the National Honor Society Induction, the Westford Council on Aging Holiday Luncheon and the 2013 Graduation.

Academic- Co-Curricular

National Honor Society raised \$1,800 for the American Cancer Society this year through Daffodil Sales and donated \$1,000 to the One Fund through proceeds from the Induction Ceremony.

The Ghostwriter has completed a wonderful year with a strong editorial staff. We attended an annual conference of the New England Scholastic Press Association and won several awards including:

Highest Achievement for Class 1 Online Newspapers
Special Achievement for Website Design
3 Special Achievement Awards for Individual News and Features Articles

We also won an award from Suffolk University for Online Newspapers. We are looking forward to participating for the first time in the Journalism Education Association's national fall conference in November 2013.

The WA Programming Club had an impressive year and won several competitions:

- Between December 2012 - May 2013, competed in 4 international contests sponsored by the American Computer Science League and placed 9th world-wide. Programming Club members Pat Long, Kevin Jiang, Mike Gillett, Terry Breen, Michael Colavita, Alok Puranik and Pranav Nanga represented WA at these contests.
- On May 3rd, Pat Long, Kevin Jiang, Mike Gillett, Terry Breen, Michael Colavita, Alok Puranik and Pranav Nanga represented WA at the Spring 2013 High School Programming Contest at Fitchburg State University and won 2nd place.
- On April 6th 2013, Michael Colavita and Alok Puranik of WA won the 1st place trophy in the Philadelphia Classic, a programming competition for high school students hosted by the University of Pennsylvania. The contest had a field of 53 teams hailing from Massachusetts, New York, New Jersey, Pennsylvania, and Maryland.

WESTFORD ACADEMY—CONTINUED

On March 4, 2013, Westford Academy placed first in the Annual High School Programming Contest held at WPI. Programming Club members Pat Long, Michael Colavita and Alok Puranik represented WA at the contest and bagged the first place trophy.

Athletics

Fall 2012

Girls Volleyball, Field Hockey, Girls Soccer, Boys Soccer, Boys Golf, Cross Country all qualified for postseason competition

Boys Golf Qualified for the State Championship

Winter 2012-2013

Kelly Huber was named the MIAA Student Athlete of the Month for January 2013
Girls Swimming/Diving Repeated as Division 1 State Champions. Kelly Huber and Jen Marrkand won individual state championships. The team also had two relay teams win state championships. Kelly Huber, Jen Marrkand, Grace Gosselin, Tori Weinstock won the 200 medley relay. Courteney Martin, Tori Weinstock, Emma Gosselin, Jen Marrkand won the 400 yd Free Relay. The team set many new individual and relay school records.

Boys Swimming/Diving finished 2nd in the MIAA Division 1 State Championship
Boys Alpine ski team repeated as Mass Bay West League Champions and Finished Fourth in the State at the MIAA Championship. James Larsen won the MIAA State Championship in the Giant Slalom.

Girls Ice Hockey won the MVC/DCL League Championship and made the MIAA Division 1 State Semifinals.

Boys Basketball won the Dual County League Championship and qualified for postseason tournament.

Girls Basketball won the Dual County League Championship and made the MIAA Division 1 North Sectional Finals.

Girls Cheerleading won the DCL Championship and placed 1st at the Austin Prep Invitational

Gymnastics qualified for the North Sectional tournament.

Spring 2013

All spring varsity programs qualified for the MIAA postseason tournament
Boys tennis won the DCL Championship for the 1st time since joining the league. They also were MIAA DI North Sectional Finalists.

Girls Tennis and Softball upset top seeded teams in their respective tournaments.

Baseball won the DCL Championship and made the MIAA Division 1 North Semifinals.

Girls Lacrosse won the DCL for the first time in school history. They also won the North Sectional Championship before being knocked in the MIAA DI State Semifinal.

Ashley Craig set a new school record in the pole vault with a height of 10' 9" this spring.

WESTFORD ACADEMY – CONTINUED

The Westford Academy Trustees continue to support scholarships, programming and technology with their annual financial award of approximately \$80,000. Their generous support was distributed through scholarships to graduating seniors, most worthy representatives and excellence awards, and National Honor Society senior books. In addition, the Trustees donated money for special guest speakers and transition program to help struggling students.

Mr. H. James Kazeniac
Mr. Paul MacMillan
Mr. A. Dana Fletcher
Mr. John Healy
Mr. Geoff Hall
Mr. Joseph F. Lisi, Ed.D.
Ms. Ellen Downey Rainville

Mr. Manfred Doucette
Mr. William Kavanagh
Mrs. Helena A. Crocker
Mrs. Eva Nesmith Brown
Mr. Robert Herrmann
Mr. Ryan Dunn
Mr. William Cody

Honorary Member: Ms. Patricia Bradley

Emeritus Members:

Mr. Maurice Huckins Jr.
Mrs. Eileen O. Anderson

Mr. E. Kennard Fletcher
Mrs. Barbara H. Parkhurst

Deceased Members:

Mrs. Bette Ross Hook
Mr. Lloyd Blanchard

Conclusion:

Westford Academy is a wonderful academic institution with caring administrators, faculty, and staff. The school community focuses on rigorous academic expectations while fostering an environment that is clean, safe, and focused on a positive school climate.

WESTFORD ACADEMY CLASS OF 2013 — CONTINUED

Maxeem Rana Abedi-Tari
Maimuna Sayeeda Ahmad
Lucia Mary Alfano
Anam Ali
Sean Edward Allison
Leigh Carlson Anderson
Mallory Ann Asa
Katherine Lee Baggeroer
Alaina Joyce Baker
Matthew Daniel Baker
Samuel John Balian
Michael Andrew Bardak
David Roman Bardasz
Coleman Michael Barnshaw
Alana Marjorie Barrett
Connor James Barry
Stefania Battezzato
William David Beatty
Peter Maxwell Beer
Megan Joanne Bell
Christopher Michael Benedict
Melissa Anne Benowitz
John Bryan Bergin
Sarah Elizabeth Berkowitz
Madeline Lee Bernard
Tasneem Moiz Bhindarwala
Jamison Douglas Bigham
Stephanie Casey Blumenstock
Jenelle Dawn Boisvert
Haley Mildred Bomal
John Alexander Bonanno
Emily Catherine Borst
Evan Joseph Bosia
Rachel Logan Boumil
Zachary Edward Bourassa
Victor Ioan Braescu
Luca Brambilla
Joseph Patrick Bray
James Kingan Bristol
Amanda Errin Brooks
Emily Rose Brown
Daniel John Bugos
Ryan Edmund Bunyon

Marissa Ren Burgess
Bjorn Sandstrom Burk
Kristen Elizabeth Burk
Erin Elizabeth Burke
Christina Eileen Burns
Lauren Rose Bushey
Martha Addison Dwyer Cady
Tatiana Catherine Elizabeth Caldwell
Nicholas Marc Calow
Rebecca Claire Campbell
Jill Candlen
Steven Anthony Capowski
Eric Jason Carey
Meghan Alexandra Carlyle
Erin Patricia Carr
Jessica Marie Casey
Megan Madeline Casey
Alexander Weston Casperson
Bradford Nelson Cassidy
Erin Margaret Cauley
Daniel Blake Cerullo
Apoorva Chaloori
Kelly Elizabeth Champine
Alexandra Yvette Chasse
Kevin Chen
Alexa Cecile Chenell
Leah Beverly Chevalier
Jillian Diane Chrysikos
Taryn Elaine Chrysikos
Peter Chan Cialli
Eric Nicholas Ciampi
Jacob Manning Clancy
Esther Helena Coleman
Adam Michael Cooper
Zachary John Connell
Amy Loretta Cornelius
Scott Austin Paivinen Coull
Kayleigh McCarthy Culhane
James Paul Cummings
Shawn Patrick Curtin
Michael John D'Anna

WESTFORD ACADEMY CLASS OF 2013 — CONTINUED

Dalena Uyen Dang
Salvatore John Daniele
Benjamin Haskell Davis VI
Peter Andrew Davison
Alexia Nicole Demetroulakos
Matthew James Desforge
Rachel Irene Desrochers
Leah Catherine DeTolla
Emily Ann Dias
Zachary Richard Dictakis
Alison Catherine DiFonzo
Christopher Patrick DiFonzo
Bailey Nicole Ditcham
Philip Thomas Dominici
Kailey Sophia Domit
Brendan Thomas Donohue
Danielle Laura Donovan
Erin Elizabeth Doolin
Megan Catherine Doolin
Casey Dana Doremus
Jack Norman Drapeau
Andrew Parker Dunne
Anastasha Tatyana Echavarri
Alexander James Eddy
Timothy Austin Edison
Brian David Edson
Thomas Edward Ellis
Emma Danielle Ennis
Katherine Leigh Ernst
Jerome Ian Falcone
Troy Steven Faretra
William George Feather
Mary Elizabeth Feuersanger
Peter Eugene Fidrych
Eileen Mary Finegan
Kristina Marie Fiorillo
Alexandra Paige Flagler
Paul Gerard Flamburis
Joseph Coleman Flanagan
Gary Dawson Flynn
Kathleen Ellen Fossey
Megan Elizabeth Fowler
Jillian Reid Frankel

Taylor Phillips Freud
Zachary William Friedlander
Michael John Fryer
Andrew Martin Gabrielson
Kelsey Elaine Gallagher
John Emerson Gallucci
Andrew Paul Gauthier
Ashley Marie Gauthier
Shirley Shi Ge
Ashley Marie Geary
Leah Grace Giacalone
Duncan Walch Gilbert
Kyle William Gilberti
Jerry Joseph Gonzalez
Meghan Marie Goode
Alexandra Marie Gordon
Jacob Richmond Gottlieb
Alexander Thomas Gounaris
Zachary David Grand
Emily Rose Griffin
Jennifer Mariah Grischuk
Thomas James Grondine
Carol Julia Gu
Evan Michael Guillemette
Riann Ruth Hale
Garrett James Hansis
Sofia Saher Haque
Brenna Katherine Harrington
Brianna Michelle Harris
Irene Yu Liang Harris
Brett Robert Harrison
Mary Katherine Sauter Hart
Thomas Eugene Hart
Kathleen Elizabeth Havican
Brooke Rose Healey
Catherine Amelia Healy
Andrew House Heiman
Jack Austin Henning
William Mark Hickey
Heather Marie Higgins
Matthew Jude Higgins

WESTFORD ACADEMY CLASS OF 2013 — CONTINUED

Ryan Patrick Higgins
Rebecca Ann Holtom
Allison Jeanette Hopkins
Andreann Huang
Kelly Elizabeth Huber
Meghan Gail Hurley
Taylor Anne Hussey
Alyssa Kate Ingalls
Hannah Simone Jacobson
Aaron Michael Johnson
Taleen Nicole Kalajian
Benjamin Craig Kalan
Paramesh Vidyanand Karandikar
Andrew David Kaster
Benjamin Lewis Katz
Thomas John Kaupelis
Samantha Ann Kelly
Courtney Ryan Kennedy
Asad Anis Khimani
Meghan Ann Kibblehouse
Bernard Patrick Killion
Justus Klein
Jason Michael Kohr
Daniel William Kopf
Sarah Elizabeth Kost
Nayanika Kotagiri
Tyler Paul Kowalczyk
Aaron Robert LaBarre
Nolan James Laflamme
Danielle Leigh Lagasse
Morgan Ann Lahme
Raphael Raposo Lamori
Hunter Jordan Langille
Chiraag Vijay Lathia
Nicholas Scott Lauzon
Andre Leon Lavallee
Donovan Emmanuel Lee
Ashley Maia Leung
Kathryn Mary Levitsky
Larry Rui Li
Lisa Wang Li
Sovanny Leangheng Lim
Janice Jiamei Lin

Daniel Samuel James Lincoln
Ryan Lambert Livermore
Amy Elizabeth Livorsi
Amanda Marie Lizine
Patrick Luby Long
Samuel Evan Lovitz
Marla Jayne Lynch
Marissa Yvette MacDonald
Kevin Stuart Maciel
Nicholas Richard MacMaster
Kerri Anne Maddox
James Christopher Madsen
Benjamin Isaac Mager
Matthew Louis Mager
Christopher Thomas Mahanna
Shreya Makkapati
Daniel Robert Makuch
Michael Ryan Malynn
Maximilian Cobra Mardany
Lindsay Jean Mardirosian
Taylor Rae Mariano
Garrett Robert Martel
Catherine Ann Martin
Kaitlyn Louise Martin
Sarah Jane Martini
Rohit Kumar Maudgal
Elizabeth Emily McAleese
Daniel Arthur McCall
Katherine Rita McGourty
Megan Elizabeth McGrath
Patricia Marie McInerney
Parker Jeffrey McKinney
Sara Margaret Mead
Rachael Margaret Measer
Karina Chea Men
Savannah Marchand Mendiola
Isabel Ment
Alison Jean Meurer
Lauren Rebecca Meurer
Sarah Elizabeth Meurer
Rachel Anne Meyer

WESTFORD ACADEMY CLASS OF 2013—CONTINUED

Brianna Kathleen Mills
Tyler Murray Mills
Lena Marie Mirisola
Mark Zerega Mitrano
Emilia Josefina Mollberg
Bailey Catherine Mongillo
Evan James Monoxelos
Emily Catherine Morency
Lucas Maxwell Morse
Sabrina Elizabeth Mortensen
Justin Zachary Mount
Meaghan Marie Mulkern
Elizabeth Rose Muller
Michael Edward Murphy
Kathryn Alice Neuhardt
Elizabeth Phung Binh Nguyen
Jacob Joseph Nichols
Mickaela Steiger Noonan
Matthew Joseph Norton
Christina Marie Nowak
Casey Lynn O'Connor
Evan James O'Connor
Patrick Casey O'Neil
Ona Ray Oliver
Rose Oliver Pestana
Kathryn Marie Olivier
Alan Christopher Oram
Jack William Oram
Rebecca Marie Order
Alexander Louis Orfanos
Alexa Cekel Overington
Trevor Alexandre Owens
Frank Alejandro Padron
Caitlyn Holmes Paltsios
Abhinav Pandey
Philip Yifei Pang
Erin Elizabeth Parece
Valerie Michelle Parente
Aneena Patel
Vidisha Piyush Patel
Elise Katherine Paugh
Christopher David Pease
Scott Arthur Penfield

Hannah Hagcrman Peternell
Julianne Marie Peterson
Laura Katherine Pickersgill
Stacey Jean Pilla
Sean David Pinney
Luke Christopher Pirog
Stephani Louisa Post
Katie Elizabeth Pouliopoulos
Nathan Clarke Prentice
Nicole Shannon Prescott
Domenic Anthony Previte IV
Gregory Jonathan Price
Bradley Karl Raabe
Colin Hunter Rafferty
Anisha Rajopadhye
Priyanka Ram
Nalini Ramachandran
Aziz Mohammadi Rangwala
Jonathan Michael Ranney
Vickram Vankayala Reddy
Daniel Stone Regan
William Wakefield Reilly Jr
Olivia Katherine Reming
Cameron Peter Michael Rendall
Ryan Cameron Ricci
Caroline Marie Richard
Christopher Anthony Ricko
Sage Rebekah Riddick
Nathan Conrad Rigione
Jake David Robbins
Patrick John Rogers
Caroline Lynn Rosinski
Genevieve Elizabeth Ross
Emily Anne Ruggiero
Cory Matthew Russo
Jessica Kendall Ryan
Cody James Ryder
Tia Mariano Ryder
Delia Tikkanen Sanders
Sangeetha Sankaran
Austin Nassr Santos

WESTFORD ACADEMY CLASS OF 2013—CONTINUED

Brandon James Scammon
Daniel Patrick Schlather
Nicholas Stephen Sciuto
Mary Victoria Sennott
Daniel Joseph Serafini
Gregory Scott Sergeant
Laura Emily Shapiro
Krishna Sharma
Erin Mary Shaughnessey
Shirley Shen
Samantha Mariah Sheppard
Adam John Silk
Maegha Radhika Singh
Michael John Sistare
Sean Patrick Skahen
Kaylee Michele Slafkosky
Tyler Jennings Smith
Megan Marie Smrtic
Ian Maxwell Sodersjerna
Kevin Christopher Sollows
Cody Barry Solomon
Akhil Vikas Sontakke
Nicole Eun Souza
Erica Marie Sparks
Beth Diane Spinazzola
Ananth Kumar Srivatsan
Rachel Elizabeth Stanley
Zoe Clare Furnary Stapp
Julia Elizabeth Stern
Samantha Anna Stickles
Christian Edward Strobel
Caitlin Elizabeth Sullivan
Jessica Mae Sullivan
Justin Sunly
Amanda Nicole Swan
Miriam Hannah Szabo-Wexler
Colleen Grace Szytko
Jillian Marie Tardi
Nathan Thomas Tashjy
Rachel Lynne Templeton
Janine Anne Thibodeau
Alexander David Thompson
Michelle Audrey Thompson

Connor James Tiches
Christopher Allen Tierney
Paul Ryan Tobin
Steven Douglas Tompkins II
Kayla Lynn Torgersen
Michelle Olivia Torto
Alexandra Anne Townsend
Natalie Rose Trainor
Matthew John Trotta
Patrick John Turpin
James Robert Tynan
Taylor Paige Uccello
Timothy Joseph Underhill
Scott Tyler Valentine
Julia Mary Van Dam
Aditya Vangala
Sarah Louise Vasilevsky
Hayley Anne Veillette
Scott Oliver Veilleux
Jai Patel Vekeria
Vinay Venkatesh
Julia Louise Verdibello
Paul Edward Viscione Jr
Tue Vu
Nicholas Reginald Walker
Jonathan Michael Walsh
Nicholas Eugene Walsh
Melanie Mae Walsh-Mager
Megan Drew Walter
Jacob Zachary Walters
Evan Yang Wang
Isabella Shu Wang
Mingkuan Wang
Matthew Thomas Warner
Brian Michael Wauford
Brian Michael Weisenbloom
Michael Frederick Welch
Sarah Jean Welch
Anthony Michael White
Brian Charles Williamson
Collin Samuel Wilson

WESTFORD ACADEMY CLASS OF 2013—CONTINUED

Gregory Sumner Winn
Gary Jiarui Yan
Corey Lei Yu
Sarah Joan Zeoli
Edan Mandy Zhang
Yi Zhang
Helen Yu Zhao

TAX COLLECTOR/TREASURER

Christine Collins
Tax Collector/Treasurer

Pat Studer
Assistant Tax Collector

Ann McEnnis
Assistant Treasurer

Peggy Vennard
Administrative Assistant

The Town of Westford suffered a terrible loss in 2013. Ann McEnnis, a long time employee of the Treasurer's Office, became ill in July and was taken from us in April. Her energetic personality and friendly, kind demeanor have been sorely missed at Town Hall. Our hearts go out to her family and friends.

- What's New?

Patricia Studer was promoted to Asst. Treasurer. Peggy Vennard was promoted to Asst. Tax Collector, and Sheila Finegan joined our team two days a week in the Administrative Assistant's position. The Admin position was reduced by 17 hours per week. We were able to do this by redistributing work load, streamlining systems and by budgeting a small sum of money to cover additional support staff hours during heavy collection periods. The cost savings is expected to be a sustained amount of \$20,000 per year.

- How's Business?

Tax collections are still very strong in Westford. The collection rate for 2013 was 99%. The balance for tax title accounts is growing which will lead to some foreclosure processing activities in FY2014. Tax deferral balances are also growing over time.

New bonds were issued on June 3, 2013 for several town, school and water department projects. We took advantage of the favorable interest rate environment and refinanced two existing town loans, saving \$60,000. Standard & Poors gave Westford a bond rating of AA+ and Moody's Aa2. We bonded \$4,022,500 at an interest rate (TIC-True Interest Cost) of 2.038%. All of the town's share of the debt will be paid within the levy limit. The Water portion of the loan will be paid out of Water revenue. The March 2013 town meeting authorized borrowing to purchase a fire truck, bleachers, 2 boilers, a 10 wheel dump truck & highway engineering work. Short term loans are expected to be issued during FY2014 for these projects.

Our annual, budgeted debt service payments are made up of General Fund appropriation, Community Preservation funds, Water Enterprise funds, and Debt Exclusion. Debt Exclusion is a means to fund projects by raising taxes outside the limitations of Proposition 2½. Debt exclusions accounted for 3.8 million dollars raised, or \$1.00 on the tax rate in FY13 after offsets.

- How Can You Reach Us?

978-692-5506 Tax Collector's Office

Town Website www.westfordma.gov – Online Services-Pay & Look Up Bills

978-399-2526 Christine Collins, Town Collector-Treasurer direct line

Please see the following pages for detailed financial information.

TAX COLLECTOR/TREASURER-CONTINUED

Christine H. Collins

Office of the Town Collector

Town Collector-Treasurer									
YEAR	7/1/2012 Balance	Commitments	Abatements	Refunds	Collections	Deferred & Tax Title	ADJ	6/30/2013 Balance	
REAL ESTATE									
2013	-	60,652,650	(278,415)	171,659	(60,002,690)	(137,161)	(9,653)	396,391	
2012	370,326		(42,086)	47,799	(334,793)	(35,837)		5,409	
2011	11,971				(11,597)			374	
TOTAL	382,297	60,652,650	(320,500)	219,458	(60,349,081)	(172,998)	(9,653)	402,174	
EXCISE									
2013	-	2,832,384	(38,727)	26,995	(2,586,470)			234,182	
2012	119,683	282,094	(31,317)	29,394	(380,343)			19,511	
2011	18,678	137	(1,291)	1,249	(9,303)			9,470	
2010	10,740		(888)	888	(1,532)			9,208	
Prior	6,055		(116)	116	(1,201)			4,854	
TOTAL	155,156	3,114,614	(72,340)	58,642	(2,978,848)	-	-	277,224	
PERSONAL PROPERTY									
2013	-	1,528,021	(1,727)	2,973	(1,517,045)			12,222	
2012	8,379			59	(1,243)			7,195	
2011	641			4,767	(864)			4,544	
Prior	192		(99,890)	99,890				192	
TOTAL	9,212	1,528,021	(101,617)	107,690	(1,519,152)	-	-	24,154	
COMMUNITY PRESERVATION ACT									
2013	-	1,437,174	(22,939)	2,463	(1,403,983)	(2,300)	(714)	9,701	
2012	7,831		(1,675)	1,263	(6,805)	(547)		67	
2011	348				(348)			-	
Prior	-							-	
TOTAL	8,179	1,437,174	(24,614)	3,726	(1,411,136)	(2,847)	(714)	9,767	

TAX COLLECTOR/TREASURER-CONTINUED

Massachusetts Department of Revenue, Division of Local Services
 Bureau of Accounts ~ Automated Statement of Indebtedness

City/Town/District of : Westford

FY2013

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2012	+ New Debt Issued	- Retire- ments	= Outstanding June 30, 2013	Interest Paid in FY2013
Buildings	12,055,000	240,000	1,300,000	10,995,000	473,291
Departmental Equipment	0	607,500	0	607,500	0
School Buildings	27,380,000	540,000	2,110,000	25,810,000	1,198,861
School - All Other	710,000	0	325,000	385,000	20,253
Sewer	780,000	585,000	740,000	625,000	33,550
Solid Waste	0	0	0	0	0
Other Inside	5,581,000	0	805,000	4,776,000	202,035
SUB - TOTAL Inside	46,506,000	1,972,500	5,280,000	43,198,500	1,927,990
Long Term Debt Outside the Debt Limit	Outstanding July 1, 2012	+ New Debt Issued	- Retire- ments	= Outstanding June 30, 2013	Interest Paid in FY2013
Airport				0	
Gas/Electric Utility				0	
Hospital				0	
School Buildings	10,640,000	0	1,355,000	9,285,000	403,088
Sewer				0	
Solid Waste				0	
Water	11,262,796	2,050,000	817,889	12,494,907	196,726
Other Outside	32,331	0	4,087	28,244	0
SUB - TOTAL Outside	21,935,127	2,050,000	2,176,976	21,808,151	599,814
TOTAL Long Term Debt	68,441,127	4,022,500	7,456,976	65,006,651	2,527,804

TAX COLLECTOR/TREASURER-CONTINUED

Short Term Debt	Outstanding July 1, 2012	+ Issued	- Retired	= Outstanding June 30, 2013	Interest Paid in FY2013
RANs - Revenue Anticipation				0	
BANs - Bond Anticipation:					
Buildings				0	
School Buildings	500,000	540,000	1,040,000	0	5,060
Sewer				0	
Water	1,500,000	750,000	2,250,000	0	9,100
Other BANs	425,000	382,500	807,500	0	4,132
SANs - State Grant Anticipation				0	
FANs - Federal Gr. Anticipation				0	
Other Short Term Debt				0	
TOTAL Short Term Debt	2,425,000	1,672,500	4,097,500	0	18,293
GRAND TOTAL All Debt	\$70,866,127	\$5,695,000	\$11,554,476	\$65,006,651	\$2,546,096
Authorized and Unissued Debt					
Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	= Unissued 6/30/2013
Elementary School Con- struction	05/06/00	13	27,244,305	27,244,000	305
Water Filtration Plants WPAT	05/06/00	17	15,000,000	14,432,236	567,764
Middle School Construction	11/13/00	20	23,000,000	16,384,679	6,615,321
Abbot Septic/Town Ctr Ext	11/13/01	5	1,500,000	1,400,000	100,000
Brookside Mill Dam Repair	05/13/02	13	150,000	100,000	50,000
Purchase land Open Space	02/07/05	1	11,150,000	8,500,000	2,650,000
Country Road Well	10/20/08	6	750,000	485,000	265,000
Groton Rd Rte 40 Water Main	10/20/08	7	640,000	274,174	365,826
Nutting & Stepinsky Wells WPAT	07/30/09	1	2,500,000	1,920,424	579,576
Water System Improv 110	03/26/12	21	550,000	0	550,000
Fire Truck	03/23/13	16	544,000	0	544,000
Bleachers	03/23/13	16	550,000	0	550,000
School Boilers	03/23/13	16	180,000	0	180,000
Highway Design & Engineering	03/23/13	16	600,000	0	600,000
10 Wheel Dump Truck	03/23/13	16	195,792	0	195,792
					13,813,584
SUB - TOTAL from additional sheet(s)					\$0.00
TOTAL Authorized and Unissued Debt					\$13,813,584

TAX COLLECTOR/TREASURER-CONTINUED

BUREAU OF ACCOUNTS, STATEMENT OF INDEBTEDNESS DETAIL

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2012	+ New Debt Issued	- Retire- ments	= Outstanding June 30, 2013	Interest Paid in FY2013
Abbot School Septic	100,000	0	100,000	0	3,875
Modular Classrooms Refunding	580,000	0	195,000	385,000	15,215
Bordeleau Land	30,000	0	30,000	0	1,163
Abbot Boiler #1	0	90,000	0	90,000	0
Abbot Elevator	0	450,000	0	450,000	0
Abbot School Repairs	200,000	0	100,000	100,000	8,875
Day Abbot Conversion	110,000	0	55,000	55,000	3,685
Elementary School Construction	13,860,000	0	1,000,000	12,860,000	607,388
Middle School Construction	13,210,000	0	955,000	12,255,000	578,914
Fire Station Construction	210,000	0	105,000	105,000	7,035
Fire Station Supplemental	20,000	0	20,000	0	775
Highway Garage Const 2 DE	320,000	0	320,000	0	13,600
Highway Garage D&E Refunding	0	240,000	0	240,000	0
Highway Garage Construction	5,765,000	0	525,000	5,240,000	259,381
Senior Center	3,600,000	0	200,000	3,400,000	117,600
Town Hall CPC Share	914,000	0	55,500	858,500	31,991
Town Hall Gen Fund Share	1,226,000	0	74,500	1,151,500	42,909
Abbot Septic 2	80,000	0	40,000	40,000	3,550
Sewer Center Ext Refunding	0	585,000	0	585,000	0
Sewer Center Extension	700,000	0	700,000	0	30,000
Senior Center Design	95,000	0	95,000	0	1,425
East Boston Camps	4,750,000	0	615,000	4,135,000	173,775
Drew Land	20,000	0	10,000	10,000	670
Highway Garage A&E	300,000	0	50,000	250,000	11,938
Stepinski Land	416,000	0	35,000	381,000	14,228
Police Base Radio	0	180,000	0	180,000	0
Street Sweeper	0	202,500	0	202,500	0
Ambulance 2013	0	225,000	0	225,000	0
TOTAL	46,506,000	1,972,500	5,280,000	43,198,500	1,927,990
				Must equal page 1 subtotal	

TAX COLLECTOR/TREASURER-CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2012	+ New Debt Issued	- Retire- ments	= Outstanding June 30, 2013	Interest Paid in FY2013
Academy Refunding 1	7,970,000	0	0	7,970,000	332,825
Academy Refunding 2	2,670,000	0	1,355,000	1,315,000	70,263
Byrne Ave Water	349,000	0	30,000	319,000	11,935
Contract 1 Water Share	70,321	0	3,074	67,247	1,387
Contract 1 Gen Fund Share	736,237	0	32,182	704,055	14,525
Contract 2 Water	996,751	0	43,570	953,181	19,665
Country Rd Well	395,000	0	30,000	365,000	12,323
Filtration Plant 2	7,237,574	0	552,574	6,685,000	114,109
Filtration Plant 1	1,215,000	0	115,000	1,100,000	17,639
Rte 40 Water Main	262,913	0	11,489	251,424	5,143
Water Sys Imprv Art 21 3/12	0	550,000	0	550,000	0
Water Sys Imprv Art 7 10/11	0	1,500,000	0	1,500,000	0
Title Five	32,331	0	4,087	28,244	0
TOTAL	21,935,127	2,050,000	2,176,976	21,808,151	599,814
				Must equal page 1 subtotal	

Short Term Debt Report by Issuance	Outstanding July 1, 2012	+ Issued	- Retired	= Outstanding June 30, 2013	Interest Paid in FY2013
Municipal Purpose Loan	925,000.00	0.00	925,000.00	0.00	6,879.69
Water Bonds	1,500,000.00	0.00	1,500,000.00	0.00	7,208.33
Municipal Purpose Loan	0.00	1,672,500.00	1,672,500.00	0.00	4,204.48
TOTAL	2,425,000.00	1,672,500.00	4,097,500.00	0.00	18,292.50
				Must equal page 2 Total	

TAX POSSESSION SALE COMMITTEE

Ernest H. Hyde
Chairman

Darrin Wizst
Vice Chairman

Bill Harman
Recording Secretary

Staff
John Mangiaratti
Assistant Town Manager

Elections were held in April for the coming year. The committee is informally following a practice to rotate the chair each year. The new chair is William Harman and the vice chair is Ernest Hyde. Harman continued as recorder of minutes. In May, Darrin Wizst announced that he plans to retire from this committee, having recently become a member of the Planning Board.

In the Town Meeting in October 2012, the size of the committee was increased from three to seven, a change supported by the three-person committee. A number of candidates volunteered to fill the positions, and the TPSC interview them in the spring meetings through June 2013. The appointments were to be made by the Board of Selectmen soon after that.

Assistant Town Manager John Mangiaratti provided staff support for the committee throughout, and GIS director Chris Coutu helped with detailed maps.

Disposition of Parcels

In January the TPSC received a request from the Conservation Commission to transfer six of the TPSC parcels to the Commission as Conservation Land.

- Map 30, parcels 14 and 15 (near the Highway Garage)
- Map 38, parcels 20 and 21 (on Stony Brook wetlands near Brookside Mill)
- Map 44, parcel 47 (on Tenney Road)
- Map 66, parcel 18 (on Stony Brook Road near Villanova Drive)

An issue raised by the TPSC was whether some Town Department might regret such a transfer in the future. One possible use might be a pumping station. Such a facility might be small in size, but the location could be critical. With those considerations in mind, the TPSC notified all the town departments about this issue through memos sent by John Mangiaratti. The results indicated that none of the town departments considered it appropriate to hold one of these six parcels instead of making them conservation land. With that issue settled, the TPSC voted to declare these six parcels "surplus" with respect to sale, and therefore supported the transfer to the Commission. These six transfers were placed on the warrant for the Annual Town Meeting in March 2013. The Town Meeting voted to go ahead with the transfers.

TAX POSSESSION SALE COMMITTEE – CONTINUED

A small parcel on Acton Road was also disposed of this year (map 4, parcel 86). The area is 0.2 acre, and the location is at the intersection of Route 225 and Acton Road, between the Bruce Freeman Rail Trail and Acton Road. It was proposed that this parcel be transferred to the Conservation Commission, and the Commission agreed. The issue of parking on this parcel was contentious, and the Town Counsel advised the TPSC to bring that issue to the Town Meeting. That happened in the October 2012 Town Meeting. The result, in summary, was that the Town Meeting approved the transfer to the Commission without any other conditions relating to parking. Subsequently the TPSC voted to declare this parcel as "surplus" with respect to sale, so that it could be transferred to the Commission.

TPSC Procedures

Starting in the fall of 2012, the TPSC has been reviewing the material in the Rules of Procedure. The committee has generated improved wording for several sections. This work was on-going as of the end of FY 2013.

Internet Site

A list of the TPSC parcels available to purchase is given on the internet as part of the Westford information site. The direct address for TPSC material is:
www.westfordma.gov/pages/Government/TownDepartments/boardsandcommittees/WestfordMA_TPSC/index

T.R.E.A.D PROGRAM

TAX RELIEF FOR THE ELDERLY AND DISABLED

Christine Collins
Tax Collector/Treasurer

Diane Holmes
Board of Assessors

Nancy Cook
Timothy Donovan
Dorothy Hall

On November 16, 1998 the Town of Westford voted to accept the provisions of Chapter 60, Section 3D that establishes an elderly and disabled taxation fund.

The purpose of this fund is to assist in defraying the real estate taxes of the elderly over 65 and disabled persons of low income. In Westford the program is administered through the Council on Aging.

Applications are reviewed by a committee appointed by the Town Manager. State law determines the make-up of that committee: the Tax Collector/Treasurer, a representative from the Board of Assessors plus 3 members at large. Donated funds are in the custody of the Town and held in an interest-bearing account specifically designated for TREAD.

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses. This year we realized a 10% decline in donations while awarding 2% more in assistance. No Town funds from the fiscal budget are used. Voluntary tax-deductible donations by the taxpayers or other individuals are the sole support of this program. Donations received in FY'13 totaled \$12,305.55 and interest income of \$260.55. For fiscal year 2013, we received 31 applications, an increase of 30% and 23 individuals were assisted with varying amounts, an increase of 10% based on the individual's need, totaling \$14,440.00. The ending balance as of June 30, 2013 was \$26,515.56. Thank you to all who donated.

Qualifications requirements of the recipients:

- Must own and occupy the property for which taxes are assessed
- Must be 65+ years old or have a state recognized disability
- Must file completed application disclosing exemptions and household income and expenses for all members age 18+

TECHNOLOGY DEPARTMENT

Fiscal 2013 was a year when the department was focused on consolidating technology use, making strategic upgrades to avoid obsolescence, and making economies without affecting service levels. Another theme was that of information security, both in terms of systems we use, and a broader effort to address the security of information in our workplace generally.

Infrastructure

The department undertook several significant infrastructure projects during the year.

We invested in a new architecture for the wireless systems in our larger buildings. The Bluesocket devices allow us to provide many new features including centralized management, tiered security, managed bandwidth, uniform network names and client roaming. This has been particularly beneficial in the larger schools and we plan to continue the rollout of the system to remaining buildings over the next few years.



As discussions continue about the correct way forward in terms of consolidating town buildings, we took action to implement an appropriate level of operational security at our existing location. The main server room at the Technology Department was in need of remedial work in order to make it suitable for its role in the medium term. The works addressed the physical security of the equipment as well as the environmental controls and fire prevention. We selected a new kind of fire extinguishing system which is non-destructive to electronic equipment as well as being environmentally friendly.

We continued our rolling upgrades to the server and storage infrastructure with the replacement of one of our server farms. We operate services from two locations in the town and maintain enough equipment at each of those locations that we could operate all essential systems from one of them if the other were to be shut down for some reason. In the coming year we will be improving our resilience and capacity to rearrange services, as well as working with the State to investigate ways that the new data center in Springfield may be able to improve our infrastructure disaster recovery plans.

Software Projects

Throughout 2013 we continued to pilot the use of the online purchasing module of MUNIS for our own internal purchasing needs. Our experiences were positive and with the approval of the Accounting Department we extended the implementation program into the Water Department.

Mike Wells
Director

Kate Maguire
Operations Administrator

Kevin Murphy
Network (Shared with School)

Tom Laflamme
Database Administrator

Scott Kinney
Systems Administrator

Christopher Coutu
Geographic Information Systems (GIS) Coordinator



TECHNOLOGY DEPARTMENT – CONTINUED

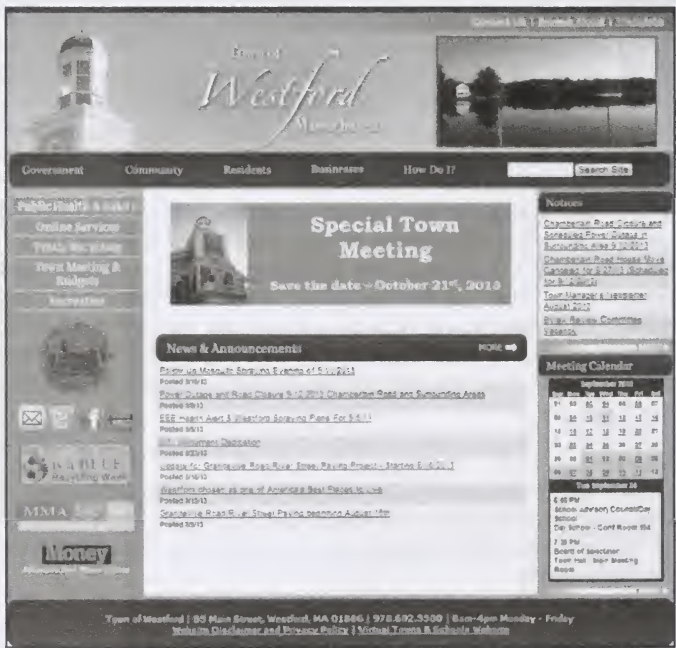
Testing of both the year-end and the roll over processes was successful and the continuing deployment of this module is a major objective for us in the next year. It will reduce paperwork and improve cycle time whilst improving the overall level of control and record keeping.



The town continues to attach great importance to the development of its GIS system and 2013 saw more advances in this area. Internally the system was updated in several key respects which will allow us to take advantage of the latest features and capabilities.

One specific example of the benefits of a good GIS system was the development of a real-time field-based application for use in emergencies. Using this application, staff in police, fire and highways departments are able to monitor the status of incidents as they are recorded and updated from the incident management center. This leads to less wasted effort and allows crews to focus on the most important issues first.

Development of the Westford permitting system continued with the creation of a new version offering many new features requested by the departments as well as some significant security enhancements. These security enhancements are focused on improving the confidence level of both clients and staff when using the application – an essential aspect of making the application integral in the process of permit creation. This new version was one of the projects highlighted at our presentation to the Massachusetts Municipal Management Association (see below).



TECHNOLOGY DEPARTMENT – CONTINUED

During the year we undertook a major overhaul of the town website (<http://westfordma.gov>). The goals were to improve navigation, simplify the home page and give the site a new look. Having just won the Massachusetts Municipal Association award for best website for a medium sized town, we wanted to preserve the strengths of the site in terms of its content and scope while addressing those goals. The new site was launched in the summer of 2013 and has proved popular and received many positive comments. We have also worked to improve the links between the website and social media channels such as Twitter and Facebook, so that we can reach as many residents and other interested parties as quickly as possible with timely news and information.

Another aspect of our internal operations was addressed by the acquisition and implementation of an online helpdesk system. The goals of this project were to offer a single, reliable method of requesting service from the department, as well as improving our own record keeping and service monitoring. After its initial introduction on the town side, we then extended it into the School Department to fulfill the same role for the technicians there. Feedback from users in other departments has been positive and usage of the system remains high. In the first 6 months of operation there were around 1,500 tickets raised and dealt with. Part of the work to implement the helpdesk system was to create and maintain a full inventory of all the computing equipment that is in use, and that database now contains some 5,200 assets across the two organizations. Whilst the School Department had already started using an asset register, this was not the case for the town and the advantages of having this in place continue to accrue.

Telephone Systems

After the overhaul of our mobile phone use in 2012, in 2013 it was the turn of the office phone system. The town and school administration offices already have a VoIP (networked) telephone system, but having been something of an early adopter the equipment was nearing the end of its life. So we upgraded the entire system to the latest products and versions, replacing everything except the handset on the desks. This was done with remarkably little disruption and almost no downtime. The new system gives us more capacity, greater resilience to failures and better avenues for future growth and upgrades.

The town spends a great deal of money on telephone services of various kinds, and in 2013 we were able to take action on two fronts to reduce costs without impacting services. We switched vendors for our PRI services (whilst maintaining the diversity of connections for resilience) and were able to convert many of our other services to new tariffs to save money. These savings may look modest on a monthly, account-by-account basis but the cumulative effect of them is significant across the entire year.

Other Projects

An initiative was started to bring better focus to the security of personal and sensitive information that the town and schools collect and manage. The laws concerning our obligations in respect to security can be confusing and there was concern that we were not able to address this in a coordinated fashion. So work is under way to create a catalog of all the information that is subject to enhanced security rules and to apply consistent handling methods across all departments.

TECHNOLOGY DEPARTMENT — CONTINUED

This is a significant undertaking and will probably take several years to complete, but is already yielding benefits.

Finally, the town was privileged to be asked to present details of the various IT and security projects that we have been working on to a meeting of the Massachusetts Municipal Management Association in the spring of 2013. Town Manager Jodi Ross, Assistant Town Manager John Mangiaratti and Technology Director Mike Wells covered a range of topics, many of which are mentioned here. We received a lot of positive feedback after the meeting as well as requests for more information about some of the work we had done. In addition we were asked to write an article for the Massachusetts Municipal Association magazine discussing the approach to IT that the town has adopted.



TOWN ACCOUNTANT

The Financial Statements for the Fiscal Year ended June 30, 2013 are herewith submitted.

The data represents a fair and accurate presentation in all material aspects of the Town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

An audit of the Town's financial records by Melanson Heath and Company, PC, Certified Public Accountants, has been completed and the results of that audit are available for public inspection in the office of the Town Accountant.

I would like to thank the accounting staff, Lauri Plourde, Elizabeth Turgeon and Dawn Picca, for their dedicated service. I would also like to thank all the boards, commissions, committees and department heads for their cooperation during the year.

Alice M. Ferro
Town Accountant

Lauri Plourde
Assistant Town Accountant

Elizabeth Turgeon
Payroll Administrator

Dawn Picca
Administrative Assistant

TOWN ACCOUNTANT – CONTINUED

Combined Balance Sheet (Unaudited)										
All Fund Types and Account Group										
June 30, 2013										
	Governmental Fund Types				Proprietary Fund Ty		Fiduciary		Account Group General Long- Term Debt	Totals (Memorandum Only)
	General	Special	Capital	Enterprise	Trust and Agency	General Long- Term Debt				
		Revenue	Project							
ASSETS										
Cash and cash equivalents	\$ 28,403,074	\$ 6,722,244	\$ 855,048	\$ 5,769,173	\$ 7,544,204	\$ -	\$ -	\$ -	\$ -	\$ 49,293,743
Cash held by others	-	-	-	-	71,270	-	-	-	-	71,270
Receivables:		9,767								9,767
Property Taxes	427,405	-	-	-	-	-	-	-	-	427,405
Prepaid Property Taxes	-									-
Deferred Property Taxes	235,194	410								235,604
Tax Title	516,296	7,727	-	233	-	-	-	-	-	524,255
Tax Foreclosure	265,608	-	-	-	-	-	-	-	-	265,608
Excises	277,224	-	-	-	-	-	-	-	-	277,224
Charges for Services	-	-	-	1,130,132	-	-	-	-	-	1,130,132
Street betterments	128,221	-	-	-	-	-	-	-	-	128,221
Due from MWPAT	-	-	47,374	-	-	-	-	-	-	47,374
Amt provided for the ret gen long-term debt	-	-	-	-	-	-	65,006.651	-	-	65,006.651
Total Assets	\$ 30,253,022	\$ 6,740,148	\$ 902,422	\$ 6,899,537	\$ 7,615,474	\$ -	\$ 65,006.651	\$ -	\$ -	\$ 117,417,254

TOWN ACCOUNTANT – CONTINUED

LIABILITIES AND FUND EQUITY														
Liabilities:														
Warrants Payable	\$	1,486,920	\$	149,882	\$	6,796	\$	180,783	\$	44,267	\$	-	\$	1,868,649
Accounts Payable		842,800		-		-				-		-		842,800
Payroll Withholdings		943,411		-		-				-		-		943,411
Deferred Revenues		(43,314)		17,904		-		1,130,364		-		-		1,104,954
Deferred Intergovernmental						47,374				-		-		47,374
Overlay		1,893,263								-		-		1,893,263
Anticipation Notes Payable		-		-		-		-		-		-		-
General obligation Bonds Payable		-		-		-		-		-		65,006,651		65,006,651
Tailings/Refunds		80,036								-		-		80,036
Other Liabilities		-								1,182,093		-		1,182,093
Total Liabilities		5,203,116		167,785		54,170		1,311,148		1,226,360		65,006,651		72,969,230
Fund Equity:														
Reserved for Encumbrances		1,136,044		5,068		-		23,487		-		-		1,164,599
Reserved for Endowment		-		-		-		-		601,908		-		601,908
Reserved for Expenditures		697,439		1,588,871		-		1,391,505		-		-		3,677,816
Reserved for Petty cash		5,500		-		-		100		-		-		5,600
Unreserved/Undesignated		9,856,239		4,978,423		848,252				5,787,206		-		21,470,120
Designated for Debt Service		13,724,728										-		13,724,728
Designated for Appropriation Deficits		(370,044)		-		-		-		-		-		(370,044)
Retained Earnings		-		-		-		4,173,298		-		-		4,173,298
Total Fund Equity		25,049,907		6,572,362		848,252		5,588,390		6,389,113		-		44,448,024
Total Liabilities and Fund Equity	\$	30,253,022	\$	6,740,148	\$	902,422	\$	6,899,537	\$	7,615,474	\$	65,006,651	\$	117,417,254

TOWN ACCOUNTANT—CONTINUED

Page 1 of 5

FY 2013 Budget Basis - General Fund

DEPARTMENT/PURPOSE	FY2012 Encumbered & Carried Fwd	A.E.M. 3/12 Budget	A.E.M. 03/12 Act/Transf	S.E.M. 03/12 Act/Transf	S.E.M. 03/13 Act/Transf	Comp Reserve	Reserve Id Transfers	Expended	FY2013 Encumbered & Carried Fwd	Closed to Fund Balance
122 SELECTMEN Expenses Capital	- - -	19,464.00 - -	- - -	- - -	36,000.00 91,805.00 -	- - -	- - -	28,935.47 - -	175.00 91,805.00 -	26,353.53 - -
123 TOWN MANAGER Personal Services Expenses Perchiorate Capital	- 5,100.00 234,630.65 40,000.00 -	303,282.00 43,380.00 - - -	- - - 73,000.00 -	- - - 350,000.00 -	- - - -	- - - -	- - - -	302,619.99 34,372.64 371,317.78 50,418.19 -	- - 213,312.87 62,581.81 -	662.01 14,107.36 - - -
131 FINANCE COMMITTEE Expenses Reserve Fund	- - -	10,065.00 191,000.00 -	- - -	- - -	- 50,000.00 -	- - -	- (214,732.25) -	7,728.90 - -	- - -	2,336.10 26,267.75 -
132 FINANCE DIRECTOR Personal Services Expenses Capital	- - 2,400.00 -	- - - -	- - - -	- - - -	- - - -	- - - -	- - - -	- - 2,400.00 -	- - - -	- - - -
133 TOWN ACCOUNTANT Personal Services Expenses	- 550.00 -	219,122.00 35,760.00 -	- - -	- - -	- 6,400.00 -	2,061.89 - -	- -	220,754.20 40,777.66 -	- 958.24 -	429.69 974.10 -
137 BUDGET DIRECTOR Personal Services Expenses	- 76.98 -	76,798.00 1,300.00 -	- - -	- - -	- - -	- - -	- -	76,798.00 1,264.93 -	- - -	- 112.05 -
141 ASSESSORS Personal Services Expenses	- 5,150.00 -	211,966.00 38,850.00 -	- - -	- - -	- -	843.60 -	- -	212,770.80 21,271.22 -	- 21,750.00 -	38.80 978.78 -
145 TREASURER/TAX COLLECTOR Personal Services Expenses	- - -	249,187.00 53,115.00 -	- - -	- - -	- -	- -	- -	229,828.46 35,252.90 -	- 937.80 -	19,358.54 16,924.30 -
151 LEGAL SERVICES Expenses	36,025.00 -	263,500.00 -	- -	- -	- -	- -	56,000.00 -	291,635.32 -	48,310.25 -	15,579.43 -
152 HUMAN RESOURCES Personal Services Expenses Comp Reserve	- 293.03 -	172,541.00 22,520.00 100,000.00 -	- - -	- -	- -	- -	- -	172,053.51 21,462.80 25,122.00 -	- 712.45 -	487.49 637.78 70,373.77

TOWN ACCOUNTANT—CONTINUED

DEPARTMENT/Purpose	FY2012		A.T.M. 3/12		A.T.M. 03/12		S.T.M. 10/12		Comp Reserve	Reserve Fd Transfers	Expended	FY2013 Encumbered & Carried Fwd	Page 2 of 5 Closed to Fund Balance
	Encumbered & Carried Fwd		Budget	Art/Transf	Art/Transf	Art/Transf	Art/Transf						
155 TECHNOLOGY	-		359,457 00	-	-	-	-	-	-	-	359,218 28	-	238 72
Personal Services	-		-	-	-	-	-	-	-	-	-	-	-
Expenses	4,170 10		600,150 00	-	-	9,688 00	-	-	-	-	533,923 65	40,607 73	39,476 72
Capital	22,588 25		-	285,472 00	-	-	-	-	-	-	287,945 92	20,108 57	5 76
161 TOWN CLERK	-		210,772 00	-	-	-	-	-	-	-	206,687 49	-	4,084 51
Personal Services	-		24,702 00	-	-	-	-	-	-	-	20,635 91	3,007 00	3,054 72
Expenses	1,995 63		-	-	-	-	-	-	-	-	4,082 45	10,824 01	-
Capital	14,906 46		-	-	-	-	-	-	-	-	-	-	-
170 PERMITTING	-		151,078 00	-	-	-	-	-	352 84	-	144,931 13	-	6,499 53
Personal Services	-		35,765 00	-	-	-	-	-	-	-	33,705 52	206 05	2,233 49
Expenses	380 06		-	-	-	-	-	-	-	-	-	-	-
171 CONSERVATION COMMISSION	-		78,136 00	-	-	-	-	-	-	-	78,135 85	-	0 15
Personal Services	-		9,470 00	-	-	-	-	-	-	-	4,760 12	375 00	4,709 88
Expenses	375 00		-	-	-	8,217 00	-	-	-	-	1,541 00	6,676 00	-
Capital	-		-	-	-	-	-	-	-	-	-	-	-
175 PLANNING BOARD	-		78,194 00	-	-	-	-	-	-	-	60,147 54	-	18,046 46
Personal Services	-		17,896 00	-	-	-	-	-	-	-	11,095 00	565 05	6,235 95
Expenses	-		-	-	-	-	-	-	-	-	-	-	-
Capital	-		-	-	-	-	-	-	-	-	-	-	-
176 ZONING BOARD OF APPEALS	155 80		5,750 00	-	-	-	-	-	-	-	3,489 16	-	2,416 64
Expenses	-		-	-	-	-	-	-	-	-	-	-	-
Capital	-		-	-	-	-	-	-	-	-	-	-	-
192 TOWN HALL	-		45,867 00	-	-	-	-	-	-	-	44,703 40	-	1,163 60
Personal Services	-		104,150 00	-	-	-	-	-	-	-	88,373 54	8,037 99	12,379 38
Expenses	4,640 91		-	-	-	-	-	-	-	-	-	6,670 50	-
Capital	6,670 50		-	-	-	-	-	-	-	-	-	-	-
Bill of Prior Year	-		-	-	-	-	-	-	-	-	-	-	-
GENERAL GOVERNMENT	380,108 37		3,733,237 00	358,472 00	553,880 13	1,770 13	(1,245 90)	(158,732 25)	-	-	4,031,931 04	537,621 32	296,166 99
210 POLICE	-		4,078,446 00	-	-	77,500 00	-	-	-	11,589 00	4,104,032 34	-	63,502 66
Personal Services	-		446,497 00	-	-	-	-	-	-	33,379 75	470,112 76	6,909 20	12,462 56
Expenses	9,607 77		-	130,000 00	-	-	-	-	-	-	129,142 43	-	857 57
Capital	-		-	-	-	-	-	-	-	-	-	-	-
220 FIRE	-		2,695,703 00	-	-	-	-	-	-	-	2,662,667 65	-	33,035 35
Personal Services	-		230,798 00	-	-	-	-	-	-	38,970 00	262,303 56	3,333 25	7,310 32
Expenses	3,179 13		-	69,000 00	-	-	-	-	-	24,560 00	138,126 53	5,000 00	18,633 47
Capital	68,200 00		-	-	-	-	-	-	-	-	-	-	-

TOWN ACCOUNTANT - CONTINUED

DEPARTMENT/PURPOSE	FY2012 Encumbered & Carried Fwd	A.T.M. 3/12 Budget	A.T.M. 03/12 Art/Transf	S.T.M. 10/12 S.T.M. 03/13 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2013 Encumbered & Carried Fwd	Page 3 of 5 Closed to Fund Balance
241 BUILDING DEPARTMENT									
Personal Services	-	245,684.00	-	-	-	12,195.50	256,077.90	-	1,801.60
Expenses	2,000.00	14,450.00	-	-	-	-	11,801.57	2,000.00	2,648.43
244 SEALER WEIGHTS & MEASURES									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	-	3,075.00	-	-	-	-	3,000.00	-	75.00
291 EMERGENCY MGMT									
Personal Services	-	8,000.00	-	-	-	-	8,000.00	-	-
Expenses	-	5,595.00	-	-	-	-	5,477.03	-	117.97
Capital	-	-	-	-	-	-	-	-	-
292 ANIMAL CONTROL									
Personal Services	-	65,043.00	-	-	-	-	61,486.50	-	3,556.50
Expenses	131.63	7,125.00	-	-	-	-	2,715.66	495.96	4,045.01
294 TREE WARDEN									
Personal Services	-	2,000.00	-	-	-	-	2,000.00	-	-
Expenses	-	32,650.00	-	-	-	-	32,282.19	-	367.81
PUBLIC SAFETY	83,118.53	7,835,066.00	199,000.00	77,500.00	-	120,694.25	8,149,226.12	17,738.41	148,414.25
305 WESTFORD PUBLIC SCHOOLS	813,529.00	47,611,283.00	-	(20,000.00)	-	-	47,403,070.67	658,429.65	343,311.68
Capital	-	-	159,500.00	-	-	-	109,003.00	50,000.00	497.00
310 NASHOBA VALLEY TECH EDUCATION	813,529.00	48,235,939.00	159,500.00	(20,000.00)	-	-	624,656.00	-	343,808.68
Engineering	-	220,851.00	-	-	500.00	-	221,110.00	-	241.00
Personal Services	-	13,900.00	-	-	-	-	11,881.64	1,500.00	5,558.36
Expenses	5,040.00	-	-	-	-	-	10,300.00	59,400.03	-
Capital	38,700.03	-	-	31,000.00	-	-	-	-	-
421 HIGHWAY									
Personal Services	-	1,236,727.00	-	-	-	-	1,185,956.83	-	50,770.17
Expenses	46,983.87	818,599.00	-	-	-	-	837,725.91	21,644.58	6,212.38
Capital	311,291.65	-	90,000.00	-	-	-	133,642.00	267,623.65	26.00
423 SNOW & ICE									
Personal Services	-	76,000.00	-	-	-	-	235,203.49	-	(159,203.49)
Expenses	-	274,345.00	-	-	-	-	485,185.66	-	(210,840.66)

TOWN ACCOUNTANT—CONTINUED

DEPARTMENT/Purpose	FY2012		A.T.M. 3/12		A.T.M. 03/12		S.T.M. 10/12		S.T.M. 03/13		FY2013		Page 4 of 5 Closed to Fund Balance
	Encumbered & Carried Fwd	Budget	Art/Transf	Art/Transf	Comp Reserve	Reserve Ed Transfers	Expended	Encumbered & Carried Fwd	Fund Balance				
427 STORMWATER MGMT Personal Services Expenses	-	48,000.00	-	-	-	-	27,783.45	32,844.86	16,371.69				
432 RECYCLING Recycling Expenses	-	256,270.00	-	-	-	-	236,270.00	20,000.00					
433 SOLID WASTE Solid Waste Expenses Capital	49,306.40	1,197,836.00	-	-	-	-	1,226,179.10	513.00	20,450.30				
440 SEWERAGE COLLECTION Expenses	-	8,940.00	-	-	-	-	7,855.00	752.76	332.24				
491 CEMETERY Personal Services Expenses Capital	-	70,285.00	-	-	-	-	70,118.81	-	166.19				
	9,743.55	-	-	-	-	-	19,751.24	9,743.55	6.76				
PUBLIC WORKS	490,065.50	4,241,511.00	90,000.00	31,000.00	500.00	-	4,708,963.13	414,022.43	(269,909.06)				
510 BOH/ENVIRONMENTAL Personal Services Expenses Capital	-	361,602.00	-	-	745.90	-	361,524.95	-	822.95				
	458.00	31,970.00	-	-	-	3,000.00	34,154.87	98.40	1,174.73				
540 SENIOR CENTER Personal Services Expenses Capital	-	121,358.00	-	-	-	-	119,695.51	-	1,662.49				
	3,965.00	56,321.00	-	-	-	-	57,766.46	1,730.67	788.87				
541 COUNCIL ON AGING Personal Services Expenses Capital	-	210,521.00	-	-	-	-	209,555.39	-	965.61				
	2,522.00	33,200.00	-	-	-	-	34,456.14	1,043.25	222.61				
543 VETERANS SERVICES Personal Services Expenses	-	36,801.00	-	-	-	5,000.00	39,160.00	-	2,641.00				
	-	39,350.00	-	20,000.00	-	21,038.00	80,326.25	-	61.75				
HUMAN SERVICES	6,945.00	891,123.00	-	20,000.00	745.90	29,038.00	936,639.57	2,872.32	8,340.01				
610 LIBRARY Personal Services Expenses Capital	-	1,083,226.00	-	-	-	-	1,059,812.72	-	23,413.28				
	1,943.41	341,312.00	-	-	-	9,000.00	334,514.53	-	17,740.88				
	4,582.60	-	20,000.00	-	-	-	-	-	24,582.60				

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2012		A.T.M. 3/12		A.T.M. 03/12		S.T.M. 10/12		S.T.M. 03/13		Comp		Reserve		Reserve		Transfers		FY2013		Encumbered		Funded		Fwd		Page 5 of 5		Closed to		Fund Balance	
	Encumbered & Carried Fwd		Budget		Art/Transf		Art/Transf		Art/Transf		Reserve		Reserve		Reserve		Transfers		Expended		Encumbered & Carried Fwd		Funded		Fwd		Page 5 of 5		Closed to		Fund Balance	
630 RECREATION																																
Personal Services	-		220,191.00		-		-		-		-		-		-		-		219,991.00		-		-		-		-		200.00			
Expenses	-		11,866.00		-		-		-		-		-		-		-		11,791.07		-		-		-		-		74.93			
Offset	-		(232,057.00)		-		-		-		-		-		-		-		(232,057.00)		-		-		-		-		-			
Capital	-		29,810.00		-		-		-		-		-		-		-		4,250.00		25,560.00		-		-		-		-			
650 PARKS-GROUNDS-BLDG MAINT																																
Personal Services	-		260,567.00		-		-		-		-		-		-		-		258,369.22		-		-		-		-		2,197.78			
Expenses	-		39,933.00		-		-		-		-		-		-		-		39,903.10		-		-		-		-		29.90			
Offset	-		-		-		-		-		-		-		-		-		-		-		-		-		-		-			
Capital	-		-		-		-		-		-		-		-		-		-		-		-		-		-		-			
660 LAND MANAGEMENT																																
Personal Services	-		-		-		-		-		-		-		-		-		-		-		-		-		-		-			
Expenses	3,565.30		44,500.00		-		-		-		-		-		-		-		39,719.34		-		-		-		-		8,345.96			
Capital	-		-		-		-		-		-		-		-		-		-		-		-		-		-		-			
670 HISTORICAL COMMISSION																																
Expenses	396.36		14,830.00		-		-		-		-		-		-		-		7,885.73		301.07		-		-		-		7,039.56			
Capital	62,185.50		-		-		-		-		-		-		-		-		5,165.00		57,020.50		-		-		-		-			
CULTURE & RECREATION																																
710 DEBT SERVICE																																
Expenses	72,673.17		1,814,178.00		20,000.00		-		-		-		-		-		9,000.00		1,749,344.71		107,464.17		-		-		-		59,042.29			
			7,460,456.00		-		-		-		-		-		-		-		7,405,063.70		-		-		-		-		55,392.30			
DEBT SERVICE																																
940 UNCLASSIFIED																																
Direct/Indirect offsets	-		(663,123.00)		-		-		-		-		-		-		-		(663,123.00)		-		-		-		-		-			
945 UNCLASSIFIED																																
Employee Benefits	70,240.00		14,240,130.00		-		-		-		-		-		-		-		13,015,185.59		45,335.25		-		-		-		1,266,857.16			
State Assessments	-		-		-		-		-		-		-		-		-		-		-		-		-		-		-			
NON-DEPARTMENTAL																																
	70,240.00		13,577,007.00		-		-		-		-		-		-		-		12,352,062.59		45,335.25		-		-		-		1,266,857.16			
OPERATING BUDGETS																																
	1,916,679.57		87,788,517.00		826,972.00		679,388.13		\$	0.00		0.00		0.00		0.00		87,469,960.53		1,833,483.55		-		-		-		1,908,112.62				

TOWN ACCOUNTANT — CONTINUED

FY 2013 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY2012		S.T.M. 10/12				FY2013		Closed to Fund Balance
	Encumbered & Carried Fwd	A.T.M. 3/12 Budget	A.T.M. 03/12 Art/Transf	S.T.M. 03/13 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	
OPERATING									
Personal Services	-	1,020,086.00	-	-	-	-	959,944.34	-	60,141.66
Expenses	29,871.27	1,567,579.00	-	-	-	-	1,265,619.51	6,648.02	325,182.74
Reserve Fund		250,000.00	-	-	-	-	-	-	250,000.00
	29,871.27	2,837,665.00	-	-	-	-	2,225,563.85	6,648.02	635,324.40
CAPITAL:									
	351,071.67	945,729.00	-	670,000.00	-	-	1,019,742.14	845,557.67	101,500.86
	351,071.67	945,729.00	-	670,000.00	-	-	1,019,742.14	845,557.67	101,500.86
WATER ENTERPRISE TOTAL	380,942.94	3,783,394.00	-	670,000.00	-	-	3,245,305.99	852,205.69	736,825.26

TOWN ACCOUNTANT—CONTINUED

FY 2013 Budget Basis - Recreation Enterprise Fund										
DEPARTMENT/Purpose	FY2012		S.T.M. 10/12			FY2013		Closed to		
	Encumbered & Carried Fwd	A.T.M. 3/12 Budget	A.T.M. 03/12 Art/Transf	S.T.M. 03/13 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	Encumbered & Carried Fwd	Fund Balance	Fund Balance
OPERATING Personal Services Expenses	-	898,118.00	-	-	-	-	898,118.00	-	-	-
	2,457.38	243,948.00	-	-	-	-	245,290.91	-	-	1,114.47
	2,457.38	1,142,066.00	-	-	-	-	1,143,408.91	-	-	1,114.47
CAPITAL	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
RECREATION ENTERPRISE TOT	2,457.38	1,142,066.00	-	-	-	-	1,143,408.91	-	-	1,114.47

TOWN ACCOUNTANT—CONTINUED

FY 2013 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY2012		A.T.M. 3/12		A.T.M. 03/12		S.T.M. 10/12		Comp		Reserve Fd		FY2013		Closed to
	Encumbered	& Carried Fwd	Budget	Art/Transf	Art/Transf	Art/Transf	Art/Transf	Art/Transf	Reserve	Transfers	Expend	Encumbered	& Carried Fwd	Fund Balance	
OPERATING Personal Services Expenses	-		642,467.00	-	-	5,000.00	-	-	-	-	590,502.25	-	-	56,964.75	
	1,204.63		298,130.00	-	-	33,100.00	-	-	-	-	329,953.40	2,093.05		388.18	
	1,204.63		940,597.00	-	-	38,100.00	-	-	-	-	920,455.65	2,093.05		57,352.93	
CAPITAL	-		-	-	-	80,000.00	-	-	-	-	16,717.02	63,282.98		-	
	-		-	-	-	80,000.00	-	-	-	-	16,717.02	63,282.98		-	
	1,204.63		940,597.00	-	-	118,100.00	-	-	-	-	937,172.67	65,376.03		57,352.93	
AMBULANCE ENTERPRISE TOTAL	1,204.63		940,597.00	-	-	118,100.00	-	-	-	-	937,172.67	65,376.03		57,352.93	
GRAND TOTAL ALL FUNDS	2,301,284.52		93,654,574.00	826,972.00	1,467,488.13	0.00	-	-	92,795,848.10	2,751,065.27	2,703,405.28				

TOWN ACCOUNTANT—CONTINUED

Special Revenue Funds - FY 2013

Page 1 of 3

		Balance			Transfers	Balance
		July 1, 2012	Receipts	Expenditures	In/(Out)	June 30, 2013
Fund 250 Federal Grants						
25210203	Police-Pedestrian Grant FY13	-	-	419.00	-	(419.00)
25210213	Police-Traffic Grant FY13	-	858.35	1,850.36	-	(992.01)
25210215	Bullet Proof Vests OJ-Fed Reim	3,049.45	14,385.00	2,235.50	-	15,198.95
25220270	Fire-Asst to Firefighters Grant	-	42,840.00	42,840.00	-	-
25220280	Fire-Safer Grant-Reim	(27,072.60)	27,072.60	-	-	-
25450450	Water-Fluoride Equipment '13	-	-	6,211.32	-	(6,211.32)
25510511	BOH-Medical Reserve	-	114,286.00	109,141.08	-	5,144.92
25510512	BOH- Emerg Prep Coalition	55,168.92	120,820.00	128,732.03	-	47,256.89
25510514	BOH- NAACHO	24,617.67	11,000.00	3,166.19	-	32,451.48
25510521	BOH- EMPG MRC	-	-	15,361.90	-	(15,361.90)
25510522	BOH- FDA Standards	-	-	185.00	-	(185.00)
25945924	ERRP-Early Retire Reinsur Prog	-	161,739.35	-	-	161,739.35
		55,763.44	493,001.30	310,142.38	-	238,622.36
Fund 255 School Federal Grants						
25235301	Sped 94-142 DOE 240 FY13	-	910,953.00	916,507.94	-	(5,554.94)
25235302	Sped 94-142 DOE 240 FY12	18,720.49	-	18,720.49	-	-
25235305	Sped Prog Impr DOE 274 FY13	-	25,819.00	33,632.78	-	(7,813.78)
25235306	Sped Prog Impr DOE 274 FY12	56,271.00	-	56,271.00	-	-
25239307	Title II Teacher Quality 140 F13	-	44,580.00	44,579.84	-	0.16
25239308	Title II Teacher Quality 140 F12	7,271.14	20,423.00	27,694.14	-	-
25239321	Title II Teach Qual 140 rollover	6,723.00	-	6,722.92	-	0.08
25239315	Early Childhood DOE262 FY13	-	19,453.00	19,453.00	-	-
25239316	Early Childhood DOE262	-	-	-	-	-
25239319	Race to Top FY13	-	15,312.00	15,312.00	-	-
25139329	ED Jobs Grant FY12	6,372.00	-	6,372.00	-	-
25235342	Early Chldh Prog Imprv	-	4,250.00	4,250.00	-	-
		95,357.63	1,040,790.00	1,149,516.11	-	(13,368.48)
Fund 260 State Grants						
26175632	Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179	NMCOG-MassGIS	13,859.98	-	-	-	13,859.98
26210209	Police Child Pass Safety	(269.94)	1,484.69	1,214.75	-	-
26210963	Police 911 Support-FY12	(31,746.72)	31,149.91	-	-	(596.81)
26210964	Police 911 Support-FY13	-	-	38,695.12	-	(38,695.12)
26210291	Police 911 Training FY 11	141.72	-	141.72	-	-
26210292	Police 911 Training FY 12	(22,307.87)	20,021.31	-	-	(2,286.56)
26210293	Police 911 Training FY 13	-	-	5,850.52	-	(5,850.52)
26220212	S.A.F.E. Grant-2012	4,288.60	-	3,401.04	-	887.56
26220213	S.A.F.E. Grant-2013	-	5,225.00	-	-	5,225.00
26291240	Emerg Mgmt Performance	-	9,959.00	9,959.00	-	-
26432433	Recycling SMRP Grant	-	1,250.00	1,250.00	-	-
26510515	Tobacco Control Grant	2,745.51	-	2,114.99	-	630.52
26510523	BOH-Local Health Mini	-	500.00	488.24	-	11.76
26541541	Elders Affairs-COA Formula	5,621.48	23,478.00	29,099.48	-	-
26541542	Lowell Reg Trans Auth Van-Reim	(5,139.01)	91,928.62	86,417.35	-	372.26
26543538	Veteran's-Hillside Keyes	-	2,000.00	-	-	2,000.00
26610610	Library Lig-Meg	20,148.03	19,017.67	19,642.00	-	19,523.70
26630633	Tennis in the Park-Recreation	-	2,750.00	1,989.46	-	760.54
26695695	Cultural Council Grant	3,498.71	3,912.40	3,628.84	-	3,782.27
		(7,586.28)	212,676.60	203,892.51	-	1,197.81

TOWN ACCOUNTANT—CONTINUED

Special Revenue Funds - FY 2013

Page 2 of 3

Balance July 1, 2012	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2013
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Fund 265 School State Grants

26231332	Academic Support DOE 632	1,865.20	-	1,865.20	-	-
		1,865.20	-	1,865.20	-	-

Fund 270 Receipts Reserved

27171171	Conservation-Wetlands	75,808.24	3,287.50	2,560.00	(18,720.00)	57,815.74
27199901	Town Wide-Insurance >\$20K	105,851.92	29,810.00	8,627.00	(100,120.86)	26,914.06
27491491	Cemetery-Sale of Lots	140,798.42	14,615.57	400.00	-	155,013.99
		322,458.58	47,713.07	11,587.00	(118,840.86)	239,743.79

Fund 280 Town Revolving Funds

28122110	Scholarship Fund-Twn Tax	14,149.66	408.72	-	-	14,558.38
28122111	Arts & Technology-Twn Tax	2,322.42	276.89	-	-	2,599.31
28122122	Town Building Leases 53E1/2	73,247.24	41,083.00	32,784.05	-	81,546.19
28171172	East Bost Camp 53E1/2	27,766.00	37,010.00	34,792.36	-	29,977.64
28192920	Insurance Recovery-Town	17,539.76	20,176.77	10,555.82	(10,000.00)	17,160.71
28192922	Insurance Recovery-T Common	-	12,600.00	1,300.00	-	11,300.00
28210920	Insurance Recovery-Police	2,577.98	14,381.77	15,341.28	-	1,618.47
28300920	Insurance Recovery-School	400.68	8,541.35	8,942.03	-	-
28432432	Recycling Revolving 53E1/2	7,659.99	26,191.56	20,228.64	(6,100.00)	7,522.91
28450920	Insurance Recovery-Water	2,098.98	1,000.00	-	-	3,098.98
28541543	Elder & Disabled Tax-TREAD	28,650.01	12,305.55	14,440.00	-	26,515.56
28541545	Senior Ctr Fitness Rm 53E1/2	22,954.91	12,671.48	2,048.43	-	33,577.96
28630634	Recreation Revolving 53 D	8,645.31	150,455.79	158,119.50	-	981.60
28630636	Rec-Field Maint Revol 53E1/2	2,628.92	134,185.60	61,879.61	(42,000.00)	32,934.91
		210,635.86	471,288.48	360,431.72	(58,100.00)	263,392.62

Fund 285 School Revolving Funds

28303381	School Activity Fees	212,477.63	562,157.50	545,974.19	-	228,660.94
28303385	Sch Bus Transportation 53E1/2	18,102.73	494,844.00	508,899.70	-	4,047.03
28304375	School Building Usage	93,473.43	32,087.17	51,703.00	-	73,857.60
28304376	School Outside Details	1,073.69	47,132.27	47,590.88	-	615.08
28304386	School Parking WA 53E1/2	3,052.17	16,700.00	14,516.07	-	5,236.10
28311387	Kindergarten -Sped (Integrated)	57,681.27	94,500.00	78,207.24	-	73,974.03
28310380	Preschool-Sped (Integrated)	56,102.62	207,159.32	192,510.53	-	70,751.41
28311378	Sch Extended Day-Elem	177,302.03	228,032.00	283,432.26	-	121,901.77
28320377	Sch Extended Day-Middle	968.64	-	-	-	968.64
28331382	School Lost Books	15,740.49	1,056.31	2,161.65	-	14,635.15
28332384	School Athletic Revolving	72,961.77	511,767.47	531,320.91	-	53,408.33
		708,936.47	2,195,436.04	2,256,316.43	-	648,056.08

TOWN ACCOUNTANT—CONTINUED

Special Revenue Funds - FY 2013

Page 3 of 3

		Balance		Expenditures	Transfers In/(Out)	Balance
Fund 290 Town Other Spec Rev Funds		July 1, 2012	Receipts			June 30, 2013
29122717	Town Wide Sidewalk Gift	81,724.20	-	-	-	81,724.20
29122964	Coalition Non-Violence Gift	2,796.29	-	1,563.55	-	1,232.74
29122959	Comcast Cable/Public Access Gift	816.78	-	-	-	816.78
29123123	MIIA Loss-Trailer	-	-	1,450.00	-	(1,450.00)
29123123	MIIA Loss -Safety	-	-	2,236.02	-	(2,236.02)
29123124	MIIA Risk Roof Mgmt	-	9,500.00	9,500.00	-	-
29161161	Extended Polling Hours	12,861.97	3,852.00	9,819.80	-	6,894.17
29170970	Minots Corner Improv Gift	155,452.73	-	154,753.80	-	698.93
29170972	Tadmuck/Rte 110 Gift	90,000.00	-	16,157.55	-	73,842.45
29171940	East Boston Camps Bathhouse	30,000.00	-	570.00	-	29,430.00
29171945	Cons Com Stream Team Equip	7,500.00	-	5,824.30	-	1,675.70
29171953	Cons Comm-Mass Elec Gift	4,311.92	-	-	-	4,311.92
29175175	PWED-Pub Works Econ Dev	11,617.99	-	-	-	11,617.99
29175954	Plan Bd Bentley Sidewalk Gift	10,000.00	-	7,686.00	-	2,314.00
29175962	Plan Bd Summer Village Insp Gift	25,920.10	-	5,267.38	-	20,652.72
29175965	Plan Bd Summer Village Gift	165,800.00	28,000.00	-	-	193,800.00
29210911	Police K-9 Gift	1,341.99	1,143.76	219.89	-	2,265.86
29210980	Federal Forfeiture	1,433.20	-	1,433.20	-	-
29210990	Drug Investigation	23,743.44	1,094.00	7,778.00	-	17,059.44
29510955	BOH-Health Gift	9,401.14	4,888.74	2,174.81	-	12,115.07
29510956	BOH-AED Defibrillator Gift	72.89	40.00	40.00	-	72.89
29510958	BOH-Dental Gift	180.49	4,350.00	2,343.00	-	2,187.49
29539979	Adult Day Trans Gift	2,983.49	-	-	-	2,983.49
29543950	Veteran's Gift	180.00	125.00	-	-	305.00
29610925	Library Restitution	3,887.57	2,706.05	4,191.74	-	2,401.88
29610950	Library Memorial Gift	15,501.43	43,810.45	38,402.76	-	20,909.12
29630638	Recreation NRP A	66.25	-	-	-	66.25
29630950	Recreation Gift	8,468.77	-	6,037.50	-	2,431.27
29630965	Recreation Forge/Edward Beach	61,058.37	-	4,956.35	-	56,102.02
29630955	Recreation Community Fields	50,000.00	-	50,000.00	-	-
29691950	Historic Comm Gift	527.00	225.00	-	-	752.00
		777,648.01	99,735.00	332,405.65	-	544,977.36
Fund 295 School Other SRF						
29239350	Sch Reed Living Lab Donation	4,972.33	2,000.00	-	-	6,972.33
29239354	Misc School Donations	17,175.60	28,838.66	13,356.93	-	32,657.33
29239356	School Inventors Fair	483.21	-	331.21	-	152.00
29239358	WPC Parent Connection Gift	2,463.02	13,022.50	8,500.39	-	6,985.13
29231359	WA Trustees Donation	-	4,000.00	4,000.00	-	-
29221360	West St Serenaders Donations	-	3,450.00	3,450.00	-	-
29239361	School Scholarship Donations	-	1,000.00	-	-	1,000.00
29302390	School Choice	352,225.15	337,641.00	324,269.81	-	365,596.34
29302391	Foundation Reserve	-	-	-	-	-
29302392	Circuit Breaker Sped DOE#520	831,873.00	747,778.00	857,092.00	-	722,559.00
		1,209,192.31	1,137,730.16	1,211,000.34	-	1,135,922.13
220	School Lunch	188,454.62	1,264,337.24	1,425,725.45	-	27,066.41
240	Community Preservation	3,964,087.40	1,860,588.04	2,373,594.08	-	3,451,081.36
299	Title V	35,337.11	333.50	-	-	35,670.61
		4,187,879.13	3,125,258.78	3,799,319.53	-	3,513,818.38
TOTALS		7,562,150.35	8,823,629.43	9,636,476.87	(176,940.86)	6,572,362.05

TOWN ACCOUNTANT—CONTINUED

Capital Projects Funds - FY 2013

Fund 310 - Town		FY 2012	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
31192198	Twn Hall renovation 5/09 Art#17	166,377.52	-	13,231.63	-	153,145.89	-
31210724	Police Base Radios 3/11 #17	5,740.71	-	-	-	5,740.71	-
31410738	Town Center Sewer Project	-	-	-	-	-	-
31421744	Highway St Sweeper 3/11 #16	4,471.80	-	4,365.00	-	106.80	-
31541433	Cameron Sr Ctr A&E 5/07 #12	5,048.65	-	-	-	5,048.65	-
31541736	Cameron Const/Ren 5/09 Art16	285,597.82	-	21,305.00	-	264,292.82	-
Total Town Capital		467,236.50	-	38,901.63	-	428,334.87	-

Fund 320 - School		FY 2012	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
32320750	Middle School Const-Sony Brook	36,711.03	-	-	-	36,711.03	-
32314759	Abbot Boiler 3/12 Art#19	-	90,000.00	74,483.30	-	15,516.70	-
32314766	Abbot Elevator 3/11 Art#15	-	-	-	-	-	-
Total School Capital		36,711.03	90,000.00	74,483.30	-	52,227.73	-

Fund 330 - Ambulance Enterprise		FY 2012	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
31230725	Ambulance 3/12 Art#19	-	225,000.00	222,721.38	-	2,278.62	-
Total Ambulance Enterprise Capital		-	225,000.00	222,721.38	-	2,278.62	-

Fund 360 - Water Enterprise		FY 2012	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
36450797	System Imprv 10/11 Art#7 \$1.5M	1,305,798.67	-	922,296.39	-	383,502.28	-
36450789	Rt 110 St Mary 3/12 Art#21 \$750K	-	550,000.00	489,123.76	-	60,876.24	-
Total Water Enterprise Capital		1,305,798.67	550,000.00	1,411,420.15	-	444,378.52	-

Fund 370 - Town Water Related Projects		FY 2012	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
37122796	Perc Remd-Nutting Rd 7/09 Art#1	3,175.12	-	-	-	3,175.12	-
Total Town Water Capital		3,175.12	-	-	-	3,175.12	-

Highway Improv Fund 230		July 1, 2012				June 30, 2013
		Balance	Receipts	Expenditures	Transfers	Balance
Highway Chapter 90		(334,690.99)	752,222.42	499,673.78		(82,142.35)

TOWN ACCOUNTANT—CONTINUED

Trust Fund Activity Fiscal Year 2013						
	Fund	Investment		Transfers	Balance	
	Balance	Receipts	Income			
	July 1, 2012			In/(Out)	June 30, 2013	
Non-Expendable Trusts:						
810 Cemetery Perpetual Care	352,384.50	19,470.00	-	-	-	371,854.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	60,586.85	550.65	-	-	-	61,137.50
Ellen Rainville Educ	64,000.00	19,855.00	-	-	-	83,855.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
	562,032.04	39,875.65	-	-	-	601,907.69
Expendable Trusts:						
820 Conservation Fund	653,757.65	-	7,951.17	2,070.40	190,000.00	849,638.42
Conservation-Salamander	71,007.60	-	791.19	-	-	71,798.79
Cemetery Perpetual Care	3,203.66	-	4,034.69	4,295.58	-	2,942.77
Charles Colburn Cem	3,147.94	-	51.79	-	-	3,199.73
William Wright Cem	4,142.04	-	101.85	-	-	4,243.89
Lyman Wilkins Cem	4,087.29	-	61.29	116.73	-	4,031.85
J.H. Fletcher Cem	3,016.50	-	50.37	343.40	-	2,723.47
Alonzo Reed Cem	2,656.86	-	46.29	-	-	2,703.15
Metcalf & Soldiers	5,140.19	-	63.19	1,954.14	-	3,249.24
Library Book Fund	2,457.21	-	172.09	121.60	-	2,507.70
Library Lecture Fund	896.43	-	339.84	450.00	-	786.27
Library All Purpose	154.75	-	193.58	135.00	-	213.33
Library Trustee	943.60	-	678.11	1,161.55	-	460.16
J.V. Fletcher Library	57,340.96	25,000.00	590.24	31,806.68	-	51,124.52
Ellen Rainville Educ	658.90	-	925.75	526.77	-	1,057.88
Whitney Shade Tree	16,453.99	-	211.18	-	-	16,665.17
Whitney Playground	28,543.25	-	429.45	-	-	28,972.70
Affordable Housing Trust	746,163.35	130,020.73	7,329.49	412,552.44	424,000.00	894,961.13
Capital Stabilization Fund	17,760.69	-	1,938.92	-	140,528.00	160,227.61
Perchlorate Stabilization Fund	58,682.89	-	1,362.22	-	25,000.00	85,045.11
Stabilization Fund	3,387,962.92	-	37,749.55	-	-	3,425,712.47
OPEB Stabilization Fund	50,190.52	-	3,479.53	-	50,000.00	103,670.05
E Vance Library Stock	64,984.15	-	6,286.07	-	-	71,270.22
	5,183,353.34	155,020.73	74,837.85	455,534.29	829,528.00	5,787,205.63
TOTALS	5,745,385.38	194,896.38	74,837.85	455,534.29	829,528.00	6,389,113.32

TOWN ACCOUNTANT – CONTINUED

Agency Fund - FY 2013

	Balance			Balance
	July 1, 2012	Additions	Deductions	June 30, 2013
Fish/Wildlife	(64.65)	64.65	0.00	-
Performance Bonds	469,031.08	280,801.67	12,400.79	737,431.96
Developer Escrow	112,010.39	31,562.55	27,802.53	115,770.41
Water- Developer Escrow	136.08	0.00	136.08	0.00
Rain Tree Hill	5,271.82	0.00	0.00	5,271.82
Villanova Drive Deposit	9,294.01	0.00	0.00	9,294.01
Cumberland Farm Deposit	3,300.00	0.00	0.00	3,300.00
Vose Hill Road	959.39	0.00	0.00	959.39
Tombstone Road	10,000.00	0.00	0.00	10,000.00
Police-Outside Details	(79,104.03)	647,294.00	658,248.66	(90,058.69)
License to Carry	121,467.85	35,600.00	26,700.00	130,367.85
Fire-Outside Details	(8,656.10)	35,445.98	32,379.51	(5,589.63)
Student Activity	278,622.87	1,365,618.26	1,378,895.10	265,346.03
TOTALS	922,268.71	2,396,387.11	2,136,562.67	1,182,093.15

TOWN CLERK

Kaari Mai Tari
Town Clerk

Patty Dubey
Assistant Town Clerk

Janet Berube
Administrative Assistant

Marilyn Frank
Dept. Assistant

Registrars: Census & Elections

Presidential election years are always marked by a sharp increase in voter activity both at the counter and on the phone. Election results show a robust turnout at the Federal election and absentee voting activity was at an all time high with close to 1,500 applications, 400 more than during the 2008 Federal election. Complexity was added to that volume through legislation that now allows overseas voters to cast their ballots electronically or by fax. Special thanks

to Assistant Town Clerk Patty Dubey for skillfully managing that entire process. In total, there were five elections and two town meetings during the fiscal year that are reported elsewhere in the town report. Secretary Kerry's vacated U.S. Senate seat increased the number of elections with a special state primary and election in the spring. Special legislation enabled the town to hold a double election on April 30th saving money and everyone's time for what otherwise would have been two elections within a week of each other. Special voter registration sessions are held 20 days before elections and the Annual Town meeting and 10 days before a Special Town Meeting, usually at the Town Clerk's office. On those days the Town Clerk's office is open until 8:00pm.

Polling places remain as follows:

- Precinct 1 Abbot School, 25 Depot Street
- Precinct 2 Blanchard Middle School, 14 West Street
- Precinct 3 Abbot School, 25 Depot Street
- Precinct 4 Robinson School, 60 Concord Road
- Precinct 5 Stony Brook School, 9 Farmer's Way - at Veterans Memorial Complex
- Precinct 6 Rita Edwards Miller School, 1 Mitchell Way – off Russell's Way

There is an incredible amount of teamwork that goes into running elections. At the polls, on average 84 trained Election Officers work over two shifts in six precincts to make sure the voting process flows smoothly. Paul Murray provided extensive assistance with training material preparation for which the Town Clerk is very appreciative. Many new Election Officers were trained as others decided to move on to other things. We are especially grateful to Liz and Dave Anderson for their years of service spanning two decades. We remember Evelyn Dunn who died in 2012 for her dedication and kindness in helping voters at the polls. Voters who are interested in working at the polls are encouraged to fill out an Election Officer profile, which can be found on the Town Clerk's webpage or at our office.

Police Officers help to ensure public safety and provide security for the election process from ballot box issues to secure delivery of ballots and voter lists at the end of the night. Their vigilance and extensive training ensures a safe voting environment on Election Day.

TOWN CLERK—CONTINUED

We recognize and appreciate the efforts of front office staff and building maintenance personnel of the schools used as polling places. From setting up the polls to maintaining safety in the schools, they play a critical role in successful election day management. We are especially grateful to Kurt Franz for his assistance in the early morning hours of election days.

Vital Statistics

Vital statistics are reported on a calendar year basis. The table that follows shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to the time of incorporation. Early records are available on microfilm at the J.V. Fletcher Library.

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Births	289	262	273	241	229	183	170	158	144	156	153	124
Marriages	73	78	76	66	49	75	65	65	53	69	54	68
Deaths	133	128	145	151	147	133	137	145	153	145	166	162

At the Counter

No one knows better than Janet Berube how busy the Town Clerk's office can be as hers is the first friendly voice you are likely to hear on the phone or at our counter. She, along with Marilyn and Patty, are constantly juggling daily responsibilities with requests for information or documents from residents and the general public. We work with other town departments to serve the public as efficiently as possible. The Town Clerk's office issues several types of licenses, some of which expire with the calendar year. Here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

Item	FY2009	FY2010	FY2011	FY2012	FY2013	Notes
Bulk Stickers	2,073	2,616	1,239	1,807	1,954	
Business Certificate	149	158	142	124	121	
Dogs	2,317	2,353	2,400	2,481	2,452	Calendar Year
Flammable Storage Registration	57	37	38	38	41	Calendar Year
Notarizations	470	423	390	475	578	
Raffle Permits	10	11	5	13	10	
Certified Copies of Vital Records	1,246	1,110	1,183	1,108	1,180	

TOWN CLERK—CONTINUED

Selectmen's Annual Licensing

Alongside her duties as Assistant Town Clerk, Patty provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2009	2010	2011	2012	2013
All Alcohol Club	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7
All Alcohol Innholder	2	2	2	2	2
All Alcohol Restaurant	14	15	16	17	21
Beer & Wine Package Store	5	3	3	4	5
Beer & Wine Restaurant	1	1	2	1	1
Common Victualler	44	40	44	44	57
Automatic Amusement	34	198	102	97	90
Class I New Car	0	1	1	1	1
Class II Used Car	9	7	9	9	9
Class III Junk Car	1	1	0	1	1

Meetings

Beginning in July of 2010, Open Meeting Law changes were put into effect. The requirement to post agendas at least 48 hours in advance of a meeting was the most significant change. These agendas are visible in the vestibule at Town Hall and online at www.westfordma.gov/webcal. Governmental meetings (with the exception of executive sessions) are open to the public and minutes are made available at the Town Clerk's office and online within a reasonable window of time.

Boards and Committees

Board and Committee membership is printed in the front of this book and is also viewable online at westfordma.gov/citizen. Board and committee data management goes well beyond the maintenance of an annual list. Marilyn Frank is busy year round managing oaths of office, Open Meeting Law and Ethics Commission filings as well as campaign finance reports for all elected officials. This information may be found online in the Town's Document Management System (DMS): www.westfordma.gov/dms.

Volunteers

We had an excellent team of volunteers help with records management and administrative projects. We are grateful to Cecile Demers-Gauthier, Barbara Murch, Paul Murray, Rita Shipley and Emily Teller who contributed their time and talents over the last fiscal year. Historical knowledge and technical expertise are applied in unique ways.

Preservation

Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

TREE WARDEN

The Tree Warden for the Town of Westford is also the Superintendent of Streets who reports to the Town Manager who reports to the Board of Selectmen. Responsibilities include:

Richard (Chip) Barrett
Tree Warden

- The care and maintenance of shade and ornamental trees within the town right-of-ways
- The removal of dead or hazard trees within the town right of ways
- Emergency removal of storm damaged trees
- Determining, with the assistance of the Engineering Department, ownership of trees needing to be removed or trimmed based on GIS measurements.
- Determining the condition of trees, particularly with respect to public safety.
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds.
- Removing, or cause to be removed, all illegally erected signs or advertisements placed upon trees within any public road or place under the Warden's jurisdiction.

The Tree Warden has maintained public shade trees predominantly in response to requests from citizens for service. In addition to maintenance work performed on these larger public shade trees, storm damaged trees also were routinely repaired to insure the long-term health of the affected trees.

There were two Tree Hearings held, one in September for National Grid regarding the Hazardous Tree Mitigation Program and another held in April for the removal of trees on Chamberlain Road.

As Tree Warden, I express my appreciation and thanks to the Board of Selectmen, Town Manager and the employees of the Town for their support, cooperation and assistance during the past year.

VETERANS SERVICES DEPARTMENT

Terry M. Stader
Veterans Service Officer

Mission Statement

The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

Programs & Services

The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford DVS administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108.

This department also assists veterans in applying for federal VA benefits, such as service-connected disability compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound. We are many times able to assist with locating jobs with our Vet Rep partners at the Career Centers.



This office is usually able to assist veterans who are unable to locate their discharge papers. The Commonwealth of Massachusetts has an extensive archive of Massachusetts veterans and these discharge documents can many times be located quite quickly, usually the same day. We also will work with the National Archives to obtain discharge papers that are not found in the Massachusetts collection. Expedited service is available for immediate requirements.

This office is NOT affiliated with the US Department of Veterans Affairs.

Summary

Westford has over 1,400 veterans residing within our community. The largest group of veterans is now the Vietnam era veteran. The World War II and Korean era veterans are right behind them in their numbers. With the military draw down in Iraq, some of our area service men and women are returning to our community. Our area VA medical facilities have been ramped up to support them upon their return with special programs that address physical and psychological issues encountered during their time in the service. We have some of the best VA medical centers in the region in Boston, Bedford and Manchester hosting the community-based clinics that are scattered throughout New England.

This past year this office has also assisted active duty military as well as military retirees and their families seeking assistance in resolution of service delivery issues and some financial aid.

VETERANS SERVICES DEPARTMENT—CONTINUED

We have been building our list of contacts on the active duty/retiree side with the various military bases in our area. Please call us if you are running into road blocks.

The Veterans Services office is located at the Millennium Building located behind Abbot School at 23 Depot Street. We have expanded our office hours over the last few months. Please check out our website for the most current information. Our department provides a walk-in, meet n' greet 4 hour time slot every Thursday morning at the Cameron Senior Center to address the basic information on benefits.

Over the past year, we have significantly increased the number of veterans and their families that have sought assistance with federal and state aid. This office works closely with other town departments in coordinating services to the veteran community, making sure they are able to tap into resources available to them.

In the past year, we handled about 200 new inquiries from our veterans and their families. Those calls resulted in many client cases. Many calls could be addressed with simple replies but many developed into federal and/or state applications for benefits. We currently have 21 active Chapter 115 recipients.

This department cannot speak highly enough of the many residents who have volunteered to support us this year with their time and effort towards our veterans' holiday programs. Other volunteers are assisting our veteran population in other ways. Local veterans service organizations, such as the two American Legion Posts (Posts 159 and 437) and the Veterans of Foreign Wars (Post 6539), continue to serve their country in their efforts and programs to aid the local veterans. Interested volunteers should not hesitate to contact the Veterans Services office if interested in lending a hand.

This office works extensively with our local elected officials. We have working relationships with member of both the US Congress and Senate offices. We also work with our local state representatives on issues that can be addressed at that level. Your VSO is a member of Congresswoman Tsongas' Veterans Advisory Council which meets regularly to discuss veteran and military related concerns and issues at the national and local level.

Through the services of our Parks and Recreation Department, flags will be lowered on the Town Common flagpole for events as directed by both federal and state proclamations. A notice posted at the base of the flagpole will indicate the reason for the flag at half-staff. We thank the volunteers who have offered to provide this service to our residents and visitors to the Town Common as well as the lowering of some of the flags throughout the town. Half-staff notifications will be posted electronically on the Town's calendar as well as many of the Westford related websites.

The 950+ American flags on veterans' grave sites are put in place before Memorial Day and then removed after Veterans Day each year by the members of Frederick S. Healy American Legion Post 159. This policy was put in place so that they flags are not buried in the snow during the harsh winter months.

VETERANS SERVICES DEPARTMENT – CONTINUED

Every attempt is made to honor a veteran in this way and once in awhile we miss a veteran grave or the flag is missing. Please do not hesitate to contact the Veterans Service department to address this issue.

VSO Terry Stader encourages residents to follow the Veterans Services webpage found on the Town of Westford web site. Important information about veterans' benefits at local, state and federal level is posted in various formats at this site, to insure that the veteran and their family have access to the most current information. Program information is available via many links, along with guides on how to apply. This office will assist veterans with any claims and applications.

The Department of Veterans Services has an internet presence. Please visit the following:

Westford Veterans Services homepage: <http://westfordma.gov/veterans>

Westford Military Burial Index: <https://data.westfordma.gov/vets>

Westford Honor Roll: <https://data.westfordma.gov/honorroll>

Our Facebook link: <facebook.com/WestfordDVS>.

Twitter at WestfordMAVets: <twitter.com/westfordmavets>



WATER DEPARTMENT

The Westford Water Department employs a staff of 14 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the department which is charged by the town to provide safe, high quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. Environmental Protection Agency (EPA) and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners meets twice a month, usually on the first and third Wednesday of the month. To have a topic added to the agenda notify the Business Manager by no later than 10:00 am of the Monday preceding the meeting – or at least 48 hours in advance if the meeting is held on another day. You can visit the Water Department's website at www.westfordma.gov/water for more information

Board of Water Commissioners

Elizabeth Denly
Chairperson

Leslie A. Thomas
Voce Chair

Hugh C. Maguire
Secretary

Titus Palmer
Alternate

Water Department Staff:

Stephen Cronin, Superintendent
Marco Philippon, Operations Manager
Mark Warren, Environmental Compliance Manager

Larry Panaro, Business Manager
Paul (Pip) Ricard, Foreman; Wayne Beauregard, Foreman; Chris Macpherson, Licensed Well Specialist; Dave Crocker, Licensed Well Specialist; Rob Daley, Licensed Well Specialist; Scott Harkins, Licensed Well Specialist; Joe Emerson, Licensed Well Specialist; Dianne Cloutier, Records Supervisor; Sandra Kane, Administrative Assistant; Barbara Capone, Department Assistant.



New Water Operations Manager

Marco Philippon joined the Water Department in the fall of 2012. Marco is the Operations Manager, and is responsible for the daily operations of the Water Department. With over 24 years of practical water industry experience, Marco also holds several advanced industry licenses, and is the current President of the New Hampshire Water Works Association.

Fluoride Equipment Upgrade

The Water Department was awarded a grant by the Massachusetts Department of Public Health – Office of Oral Health providing funds to update public water supply fluoride equipment. The grant permitted the department to purchase and install new fluoride monitoring and delivery equipment including a fluoride concentration monitor, four chemical feed pumps, and four valves.

WATER DEPARTMENT—CONTINUED

Rain Barrel Sale

The Water Department partnered with Great American Rain Barrel of Hyde Park, Massachusetts for a rain barrel sale in 2013. Rain barrels can be connected to a home's downspout to collect rainwater for lawn and garden irrigation. These devices serve as an effective means to conserve water and to reduce storm runoff. Over 35 rain barrels were sold at a discounted municipal price.

2013 Projects

Graniteville Road Water Main Improvement Project

Over 4,700 feet of new 12-inch ductile iron water main was installed on Graniteville Road, River Street, and Beacon Street providing a significant transmission main for the Water Department in this area of the distribution system. In addition, area homes received new service connections to the new water main. Two brook crossings on Bridge Street and over Stony Brook on River Street connected dead ends in the system to significantly improve fire protection in Graniteville. Work on West Street replaced a degraded 6 inch main with a new 8 inch main and completed 13 new service connections. The project was completed in mid-September 2012, and all affected streets were re-paved from curb to curb in the summer of 2013.

Littleton Road Water Main Replacement Project

Over 2,500 feet of 12 inch ductile iron water main was installed from Nixon Road to Saint Mary's Drive, along with new service connections for all customers along the project route, improving fire protection and water system reliability.

Infrastructure Maintenance

- Storage tank at Hildreth Hills inspected and cleaned
- Forge II supply well inspected and cleaned
- Repainted Cote well pump house
- Repainted approximately 325 fire hydrants
- Replaced 6 aged 2-spud fire hydrants

Perchlorate Investigation and Treatment

The Water Department continued its active role in the ongoing perchlorate remediation and treatment project including operation of the Nutting Road Perchlorate Treatment facility, operation of the Highway Garage Perchlorate Treatment plant, and additional monitoring functions.

2013 Public Outreach

The Water Department continued its public outreach efforts in FY 2013 which included the biannual newsletter "InFLOWmation", and the annual Consumer Confidence Report (CCR) which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes. Outreach efforts also included the grade four groundwater presentations at the Abbot, Crisafulli and Miller schools; grade five water pollution demonstrations, and Pond Study during the June East Boston Camp program.

WATER DEPARTMENT – CONTINUED

The Water Department took advantage of new regulations to offer the CCR to our customers electronically (in the form of a direct link to an electronic copy of the CCR). This link is reported in our semiannual newsletter (In Flowmation) and on quarterly bill statements. Hardcopies of the CCR were mailed to customers who requested them.

The Water and Health Departments hosted the first Water Department Open House and Environmental Health and Wellness Expo in the spring of 2013. This event featured many informative displays and vendors including water conservation, organic lawn care, backflow prevention, emergency preparedness, Title V/Septic Systems, private wells, and more. In addition, the winners of the Water Department grade 4 poster contest and Health Department grade 5 recycle contest were announced.

Treated Water Usage at a Glance					
MGP	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
July	58.837	45.636	83.611	80.253	78.205
August	49.954	55.924	76.546	58.874	57.858
September	47.346	48.652	62.624	43.094	46.396
October	35.723	34.654	37.241	34.001	33.056
November	32.128	30.294	29.35	27.622	27.576
December	32.792	30.636	31.038	30.281	29.133
January	36.025	31.123	32.036	30.104	28.438
February	31.118	27.061	29.634	28.401	26.192
March	33.968	30.46	31.834	31.09	28.822
April	37.915	32.468	31.206	36.397	32.103
May	49.705	51.75	40.988	41.743	52.902
June	50.985	58.61	59.553	51.962	51.93
Total	496.497	477.27	545.662	493.823	492.614

Note: The fiscal year (FY) runs from July 1 through June 31.

Annual Water Treated



MGP = Million Gallons Pumped

WATER DEPARTMENT – CONTINUED

Water Department Statistics:

Total System Water Storage Capacity = 4.85 Million Gallons

FY 2013 Number of:

Total Water Dept. Fire Hydrants	1020	Total Miles Water Main	*133
Total Active Accounts	5,434	Water Main Breaks and Repairs	8
New Service Connections	49	Total Miles Water Main Added	0.2
Service Leaks Renewed or Repaired	10		

Note: Calendar year statistics are reported in the annual Westford Water Department Consumer Confidence Report.

*Total miles reported at the end of calendar year 2012.

A service renewal is replacement of the line from the main to the customer meter. A service leak is located within the line from the main to the customer meter.

ZONING BOARD OF APPEALS

What is the Board of Appeals?

The Zoning Board of Appeals (ZBA) is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford's Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. The ZBA plays a role in regulating land use and development in the Town by hearing applications for relief from the standards in the Town's Zoning Bylaw through variances, and special permits as well as review of certain uses or activities, appeals of decisions of the Building Commissioner and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

The Zoning Board of Appeals (BOA) typically meets on the third Wednesday of each month in Room 201 in Town Hall. Meetings are open to the public. Generally the BOA is a "reactive" board, acting only on applications that come before it. However, the following are some "nonreactive" examples of discussions and decisions made by the BOA throughout the past year that may influence the Town of Westford:

Modifications to address changing circumstances to the Comprehensive Permit (40B) for Tadmuck Meadows II, an affordable housing project containing a total of thirty-seven townhouse style units;
Discussion regarding submission of 40B Home Rule Legislation similar to that of the Town of Norton;
Discussions relating to application fees and plan requirements for BOA applications.

As of June 30, 2013, there are no known pending or active lawsuits involving the BOA.

Throughout Fiscal Year 2013, the BOA held twelve regular meetings and considered thirty applications, with some of the applications consisting of multiple petitions. The types of requests included the following:

Bob Herrmann
Chair

Scott MacKay
Vice-Chair

Jay Enis
Clerk

James Kazeniac
Chris Romeo

Associate Members

Mark Conlon
David Earl
Paul MacMillan

Staff

***Angus Jennings**
Director of Land Use Management

***Chris Kluchman, AICP**
Director of Land Use Management
Town Planner

Jeffrey Morrisette
Town Planner,
(From May 2013 to Present)

Victoria Johnson
Administrative Assistant

***Town Planner Kluchman accepted the Director of Land Use Management position in February of 2013 after resignation of Director Jennings**

ZONING BOARD OF APPEALS

- Variances for additions to homes and businesses that do not meet setback standards;
- Variances to allow uses not otherwise permitted by the Zoning Bylaw;
- Variance for a reduction in parking requirements;
- Special Permits for changes or demolitions of nonconforming dwellings;
- Special Permits to create Accessory Dwelling Units or Home Occupations;
- Modifications to prior approvals.

Board of Appeals Decisions issued between July 1, 2012 and June 30, 2013:

BOA Petitions	Approved	Denied	Withdrawn
Variances*	27	0	3
Special Permits**	18	0	1
Modifications	3	0	0
Comprehensive Permits (40B)	0	0	0
Administrative Appeals	0	0	0
Totals	48	0	4

*Summary of Variances Granted:

- 3 Use
- 1 Parking
- 1 Number of Dwellings
- 22 Setbacks (12 Front Yard, 7 Side Yard, 3 Rear Yard)

**Summary of Special Permits Granted:

- 2 Accessory Dwelling Units
- 2 Home Occupations
- 2 Allowing Changes of Nonconforming Uses
- 12 Allowing Expansion or Relocation of Nonconforming Uses

DIRECTORY OF TOWN DEPARTMENTS

Department	Address	Office Hours	Main Phone
Assessors Office	Town Hall	M-F, 8am-4pm	978-692-5504
Animal Control	Beacon Street	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Hall	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant Street P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Road	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Tosn Hall	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	<i>Contact Police or Fire Dept to be connected to an Emergency Management Director</i>		978-692-2161 978-692-5542
Engineering Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Finance Director/ Treasurer	Town Hall	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main Steet P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Town Hall	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Road	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall	M-F, 8am-4pm	978-692-5501 ext.2
J.V. Fletcher Library	50 Main Street	M-TH 10am- 9pm 1pm - 5pm Sun 2pm-5pm	F 978-692-5555
Museum	4 Boston Rd	Sun 2pm-4pm Office hours M,W,F 9am-4pm	978-692-5550
Parking Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Planning Department	Town Hall	M-F, 8am-4pm	978-692-5524
Police Department	53 Main Street	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	35 Town Farm Road	M-F, 8am-4pm	978-692-5532

DIRECTORY OF TOWN DEPARTMENTS — CONTINUED

Department	Address	Office Hours	Main Phone
SCHOOLS			
Abbot Elementary School (gr. 3-5)	25 Depot Street	M-F, 8:25am-2:30pm	978-692-5580
Blanchard Middle School (gr. 6-8)	14 West Street	M-F, 7:35am-1:55pm	978-692-5582
Crisafulli Elementary School (gr. 3-5)	13 Robinson Road	M-F, 8:25am-2:30pm	978-392-4483
Day Elementary School (gr. 3-5)	75 E. Prescott Street	M-F, 8:25am-2:30pm	978-692-5591
Millennium School (pre-k)	23 Depot Street	M-F, 9am-3pm	978-692-5560
Miller elementary School (gr. K-2)	1 Mitchell Way	M-F, 9:05am-3:10pm	978-392-4476
Nabnassett Elementary School (gr. K-2)	99 Plain Road	M-F, 9:05am-3:10pm	978-692-5583
Nashoba Valley Technical High School (gr. 9-12)	100 Littleton Road	M_F, 7:45am-2:30pm	978-692-4711
Robinson Elementary School (gr. K-2)	60 Concord Road	M-F, 9:05am-3:10pm	978-692-5586
Stony Brook Middle School (gr. 6-8)	7 Farmer's Way	M-F, 7:35am-1:55pm	978-692-2708
Westford Academy (gr. 9-12)	30 Patten Road	M-F, 7:35am-1:55pm	978-692-5570
SCHOOL ADMINISTRATION			
Superintendent	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Bookkeeping	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Business Office	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Special Education Department	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560

Website: www.westfordk12.us

DIRECTORY OF TOWN DEPARTMENTS—CONTINUED

Department	Address	Office Hours	Main Phone
Tax Collector	Town Hall	M-F, 8am-4pm	978-692-5506
Technology Department	1 E. Prescott Street	M-F, 8am-4pm	978-399-2420
Town Accountant	Town Hall	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall	M-F, 8am-4pm	978-692-5501 ext. 1
Treasurer/Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services	Millennium Building 23 Depot Street	M, W 8am-3pm T, 8am-4pm TH, 8am-12pm@ Cameron Sr. Center F, Call for apt.	978-392-1170
Water Department	60 Forge Village Road	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall	M-F, 8am-4pm	978-692-5524

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WESTFORD AT A GLANCE

Incorporated	September 23, 1729
Population (2010 census returns)	20,868
Miles of Road	160 miles (approximate)
Total Area	30.2 square miles
FY13 Tax Rates	
Residential & Personal Property	\$ 16.13 per thousand
Commercial & Industrial Property	\$ 16.38 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	www.westfordma.gov

The Grange fountain on Westford Common in the drawing from J.W. Fisk & Company of New York City, the ironwork company that manufactured the fountain in 1913.

The drawing is in the collection of the Westford Historical Society and hangs on the second floor of the Westford Museum, 2 Boston Road.

